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Janury 1994

The DoD Enterprise Model
Briefing Slides

Office of the Secretary of Defense
ASD(C^3I)

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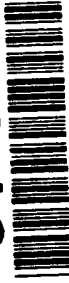# The
DoD Enterprise Model
Symposium

January 11, 1994

The Office of the Deputy Assistant Secretary of Defense
(IM)

The Office of the Assistant Secretary of Defense (C³I)
and

The Institute of Public Policy
George Mason University

94 2 18 0 5 7

The Constitution of the United States

Preamble

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

The DoD Enterprise Model

SCHEDULE

0800 - 0805	Administrative Remarks
0805 - 0815	Welcome to George Mason University
0815 - 0900	Enterprise Model Overview
0900 - 0915	Break
0915 - 1000	Enterprise Activity Model
1000 - 1045	Enterprise Data Model
1045 - 1100	Break
1100 - 1200	Blueprint for Integration

WELCOME TO GEORGE MASON UNIVERSITY

ENTERPRISE MODEL OVERVIEW

The DoD Enterprise Model

HANDOUT PACKAGE CONTENTS

■ *The DoD Enterprise Model*

   ◆ *Volume I: Strategic Activity and Data Models*

   ◆ *Volume II: Using the Model - A Strategic View of Change in DoD (A White Paper)*

■ *GMU Paper: Functional Process Improvement Implementation - Public Sector Engineering*

■ *Business Week: The Horizontal Corporation*

■ *Hard Copy of this Briefing*

The DoD Enterprise Model

CURRENT DoD SITUATION

■ *Accelerated Force Downsizing -- All Components*

■ *Evolving Missions*

  ◆ **Shift to Lower End Warfighting Scenarios**

    (e.g., Regional, LIC)

  ◆ **Additional Roles in Peacekeeping, Humanitarian Assistance...**

■ *New Administration's "Vision" for Government*

  ◆ **Responsive**

  ◆ **Effective**

  ◆ **Efficient**

  ◆ **Innovative and Enterprising**

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BEST BUSINESS PRACTICES

" *As I try to describe myself, I am an operator, hopefully with a strategic view.... In these last 10 years I've learned a lot about how business works, and I would hope to spend a lot of my time on bringing best business practices to the Department of Defense.... My sense in traveling the country is that the public is less concerned about what we're doing overseas or our commitments than whether we are getting a dollar value for a dollar spent in defense. And I would hope at the end of our years of working together we will have persuaded them, Mr. President, that they are.* "

ADM Bobby Ray Inman

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OPPORTUNITY FOR INNOVATION

" ... 'There always comes a moment in time when a door opens and lets the future in.' For more than four decades the Defense Department has built its strategy and programs on dealing with the cold war. The ending of the cold war has opened a door, and the future is waiting to come in. By our actions, and by the new strategies we develop, we can shape the future, instead of being shaped by it."

Dr. William J. Perry
Deputy Secretary of Defense

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DEFENSE ALTERNATIVES

□ Rapidly Become Far More Efficient and Cost-Effective

COST →

Superior, Ready Defense Capabilities

Greater Efficiencies & Economies

Current Capabilities and Forces

□ Cut Forces
□ Defer Modernization
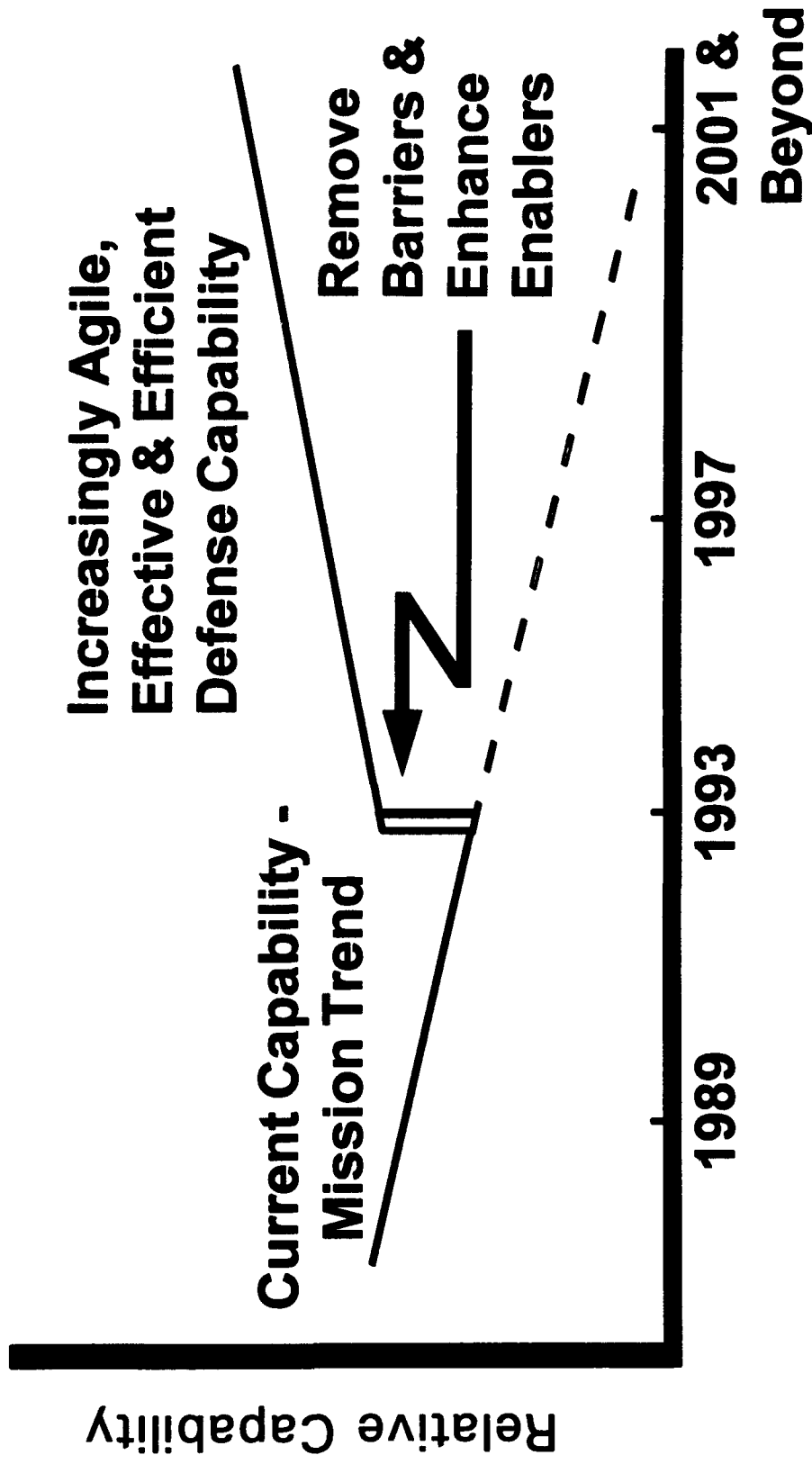□ Reduce Readiness and Sustainability

← EFFECTIVENESS

Efficiencies and economies enable DoD to invest its limited resources in mission-effective capabilities
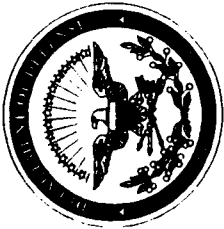
The DoD Enterprise Model

NEEDED - A DoD PARADIGM SHIFT TO CHANGE DIRECTION

Increasingly Agile, Effective & Efficient Defense Capability

Remove Barriers & Enhance Enablers

Current Capability - Mission Trend

Relative Capability
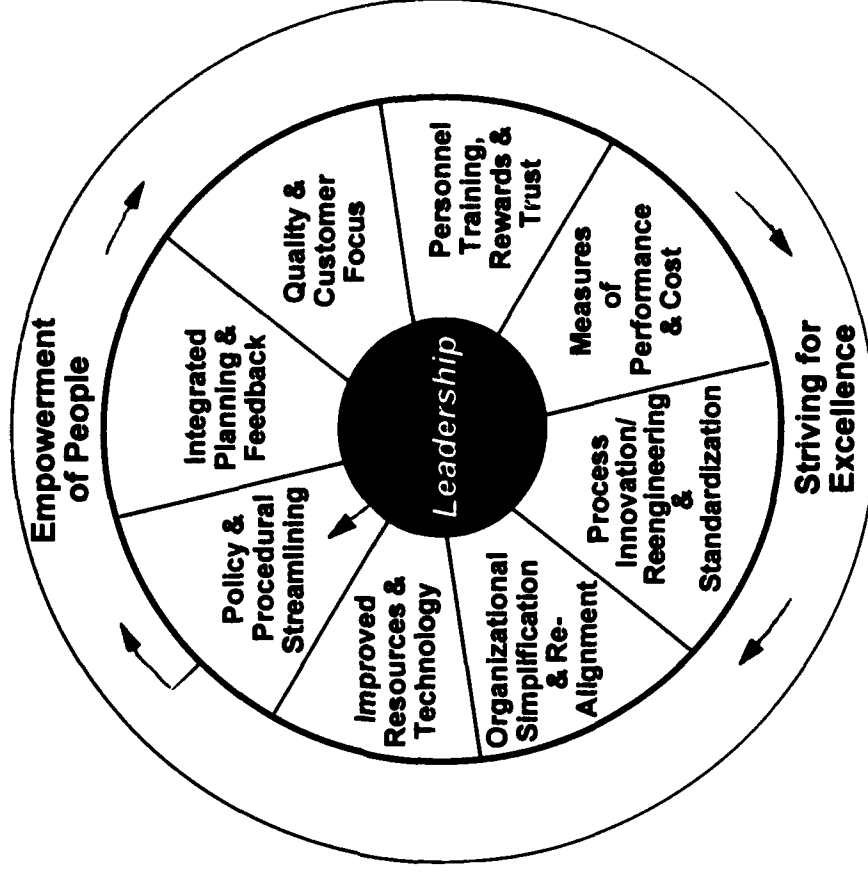
1989   1993   1997   2001 & Beyond

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THE NEEDED SHIFT:
Remove Barriers & Enhance Enablers

- Leadership is fragmented, parochial, tactical

- Policy and procedural innovation stifled under multiple layers of rules and regulations

- Absence of a "corporate" plan & feedback

- Customer expectations not part of today's quality equation

- Personnel rewarded for parochial actions & punished for risk taking

- No integrated, uniform performance & cost measurement system

- Key business methods not routinely analyzed for innovation and standardization

- Organizations structured in layered, inflexible hierarchies

- People not "empowered" to make decisions and take responsibility

Key Barriers to Change

Empowerment of People

Integrated Planning & Feedback

Quality & Customer Focus

Personnel Training, Rewards & Trust

Measures of Performance & Cost

Leadership

Policy & Procedural Streamlining

Improved Resources & Technology

Organizational Simplification & Re-Alignment

Process Innovation/ Reengineering & Standardization

Striving for Excellence

Key Enablers of Change

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CRITICAL SUCCESS FACTORS
(Industry Lessons Learned)

■ *Must have a vision, sponsorship, and concrete guidance from top leadership*

♦ Eliminate, standardize, consolidate, leave alone, continuously improve, start from scratch

♦ Focus on removing constraints that limit speed, flexibility, and quality

■ *Must do a strategic analysis*

♦ Fundamentally linked to business substance and realities

■ *Must have compelling business case*

♦ Grounded in customer expectations and other first principles

■ *Must get leadership "buy-in" and enthusiastic support*

♦ Mobilize resources and remove barriers

■ *Must maintain focus and commitment until goals are achieved*

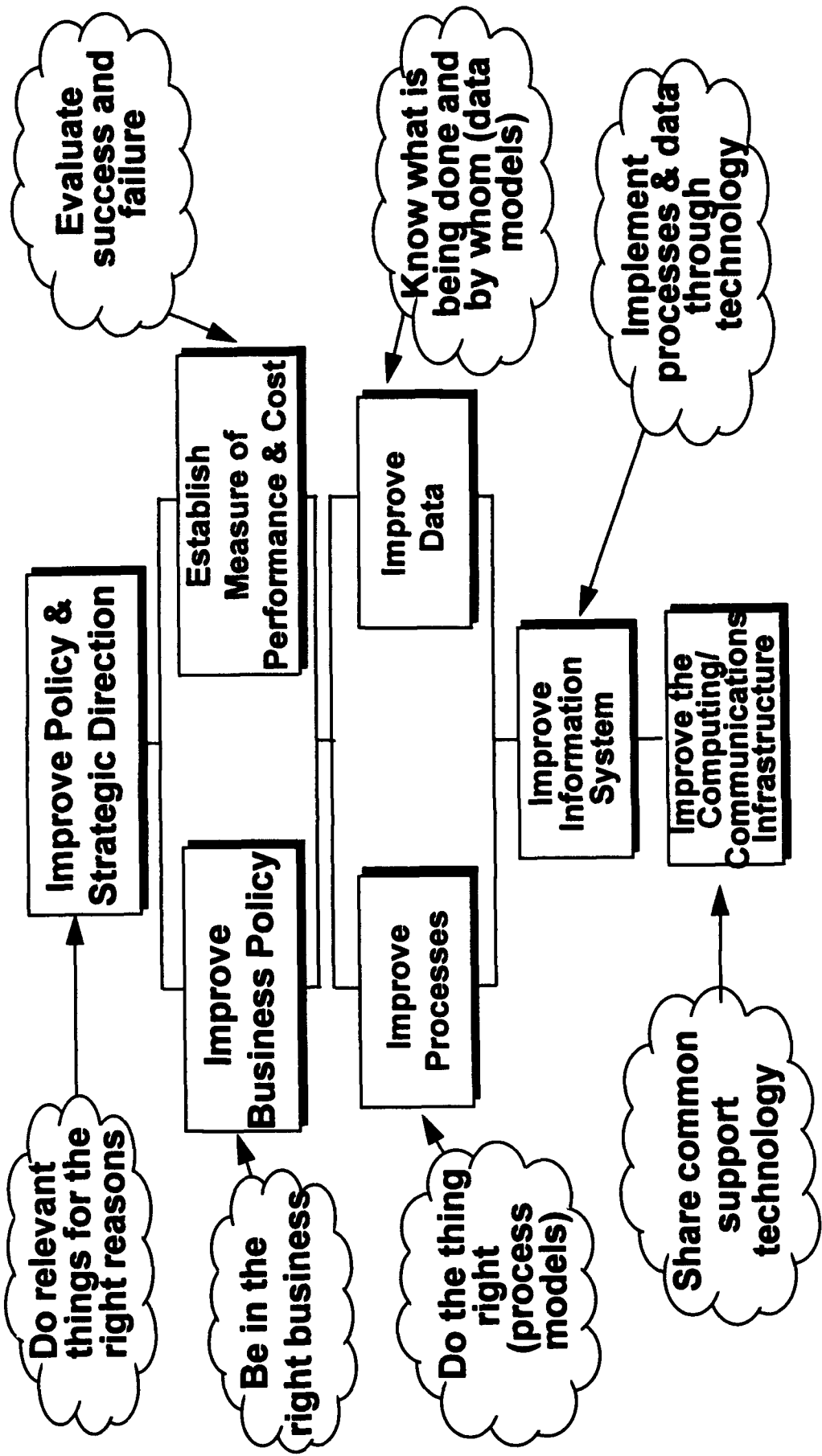♦ Tactically flexible but unwavering in strategic direction

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IMPLEMENTATION CHECKLIST
(Industry Lessons Learned)

■ *Build a culture that fosters innovation and initiative*

■ *"Break the mold" to redesign the enterprise*

■ *Ground change in understanding of the business and the needs of customers and consumers*

   ◆ Link strategies to detailed analysis and implementation

■ *Build a learning organization*

■ *Let line managers and workers lead re-engineering*

   ◆ They are the functional experts (IT people can facilitate)

■ *Empower people - they make it happen*

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THE CIM MODEL FOR CHANGE

Evaluate success and failure

Know what is being done and by whom (data models)

Implement processes & data through technology

Improve Policy & Strategic Direction

Establish Measure of Performance & Cost

Improve Data

Improve Business Policy

Improve Processes

Improve Information System

Improve the Computing/ Communications Infrastructure

Do relevant things for the right reasons

Be in the right business

Do the thing right (process models)

Share common support technology

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CIM GOALS AND OBJECTIVES

- *Optimize Force Capability within Resources*

- *Embed Long-Term Change Throughout the Department*

- *Improve Functional Areas and Activities Across the Department*

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CIM APPROACH

- **■ *Top Down Functional Process Improvement Policy***
  - ◆ The "Business Way"

- **■ *The DoD Enterprise Model***
  - ◆ The Top Level Functional and Data Architecture

- **■ *Functional Process Improvement Initiatives***
  - ◆ Imbedding Change Across the Department

- **■ *Shared Data Initiatives***
  - ◆ Data as a Corporate Resource Linking Functions and Information Systems

- **■ *Defense Information Systems and Infrastructure***
  - ◆ Common Migration Systems to Leverage the Information Resources
  - ◆ The Information "Utility" Supporting all DoD ISs
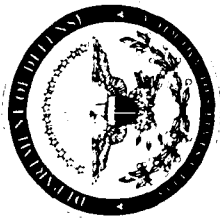
The DoD Enterprise Model

ESTABLISH FUNCTIONAL DIRECTION
The DoD Enterprise Activity Model

Provide for the Common Defense

Establish Direction
- Establish Policy
- Determine Requirements
- Develop Plans
- Allocate Resources

Acquire Assets
- Manage Acquisition
- Research & Design
- Produce Assets

Provide Capabilities
- Manage Assets
- Support Assets
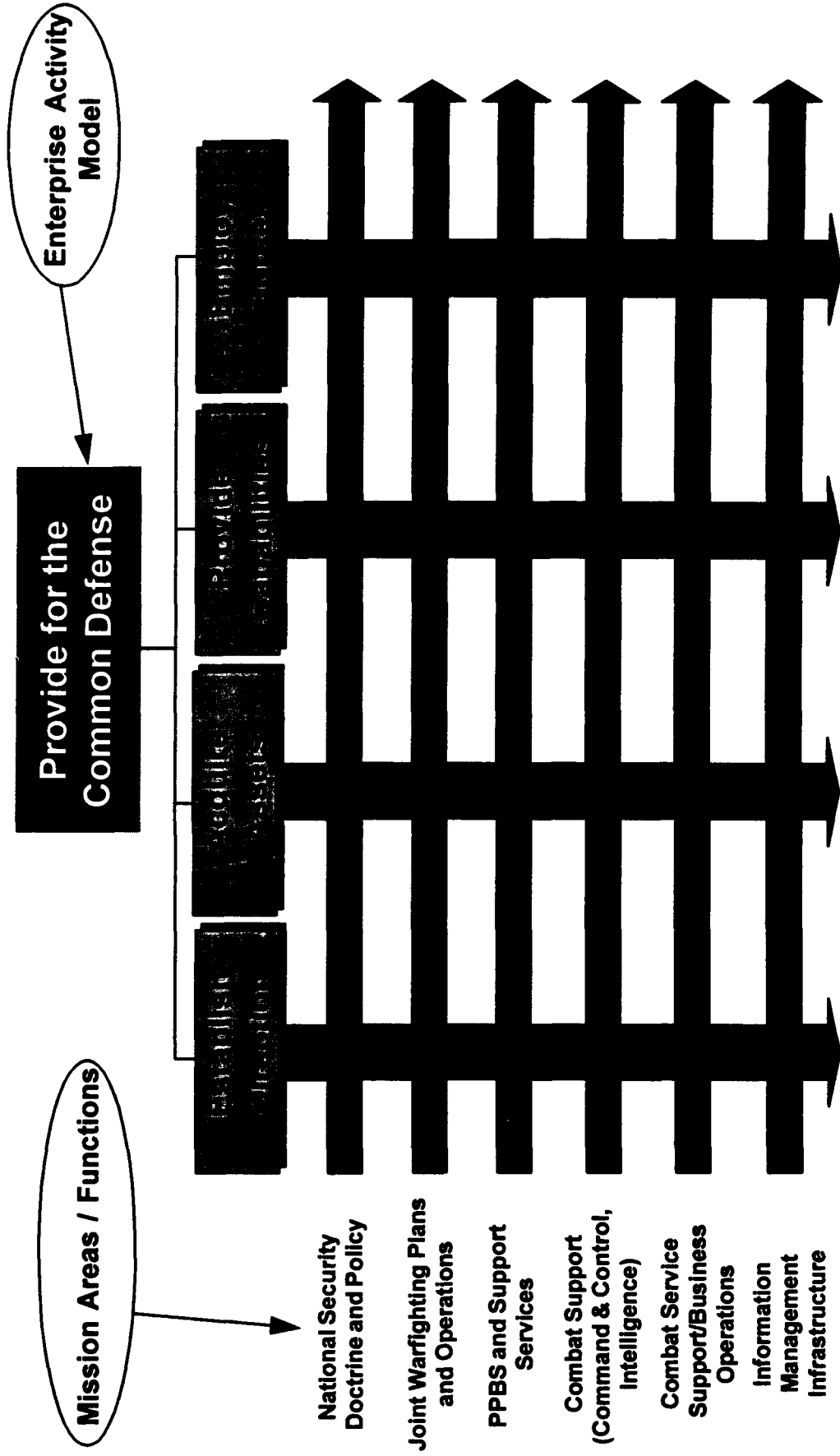- Provide Admin Services
- Develop Capabilities

Employ Assets
- Constitute Forces
- Provide Operational Intelligence
- Conduct Operations
- Sustain Operations

With minor adjustments, this *activity* model applies to all levels of the enterprise

The DoD Enterprise Model

ESTABLISH FUNCTIONAL DIRECTION

Enterprise Activity Model

Provide for the Common Defense

Mission Areas / Functions

- National Security Doctrine and Policy
- Joint Warfighting Plans and Operations
- PPBS and Support Services
- Combat Support (Command & Control, Intelligence)
- Combat Service Support/Business Operations
- Information Management Infrastructure

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A BRIEF WORD ABOUT DATA

■ *Process improvement efforts will produce data models*

◆ Describe the "rules" of the process

◆ The link among all our processes

■ *Of use and interest to all managers, not just worker-level*

◆ Aggregated data needed to establish direction

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DATA AT THE STRATEGIC LEVEL
A Few Examples

Data entities underlie our concepts...

GUIDANCE
•Strategies
•Statutes
•Policies
•Directives
•Doctrine
•Missions

ORGANIZATIONS
•DoD
•Other U.S. gov't
•U.S. non-gov't
•Foreign gov't
•Foreign non-gov't

SITUATIONS
•Political
•Military
•Economic

MATERIEL
•Equipment
•Supply Items
•Publications
•Software
•Data

PEOPLE
•Military
•Civilian

... and our assets

FUNDS
•Non-appropriated
•Appropriated
•Revolving

In other words: all managers use data

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STRATEGIC LEVEL RELATIONSHIPS
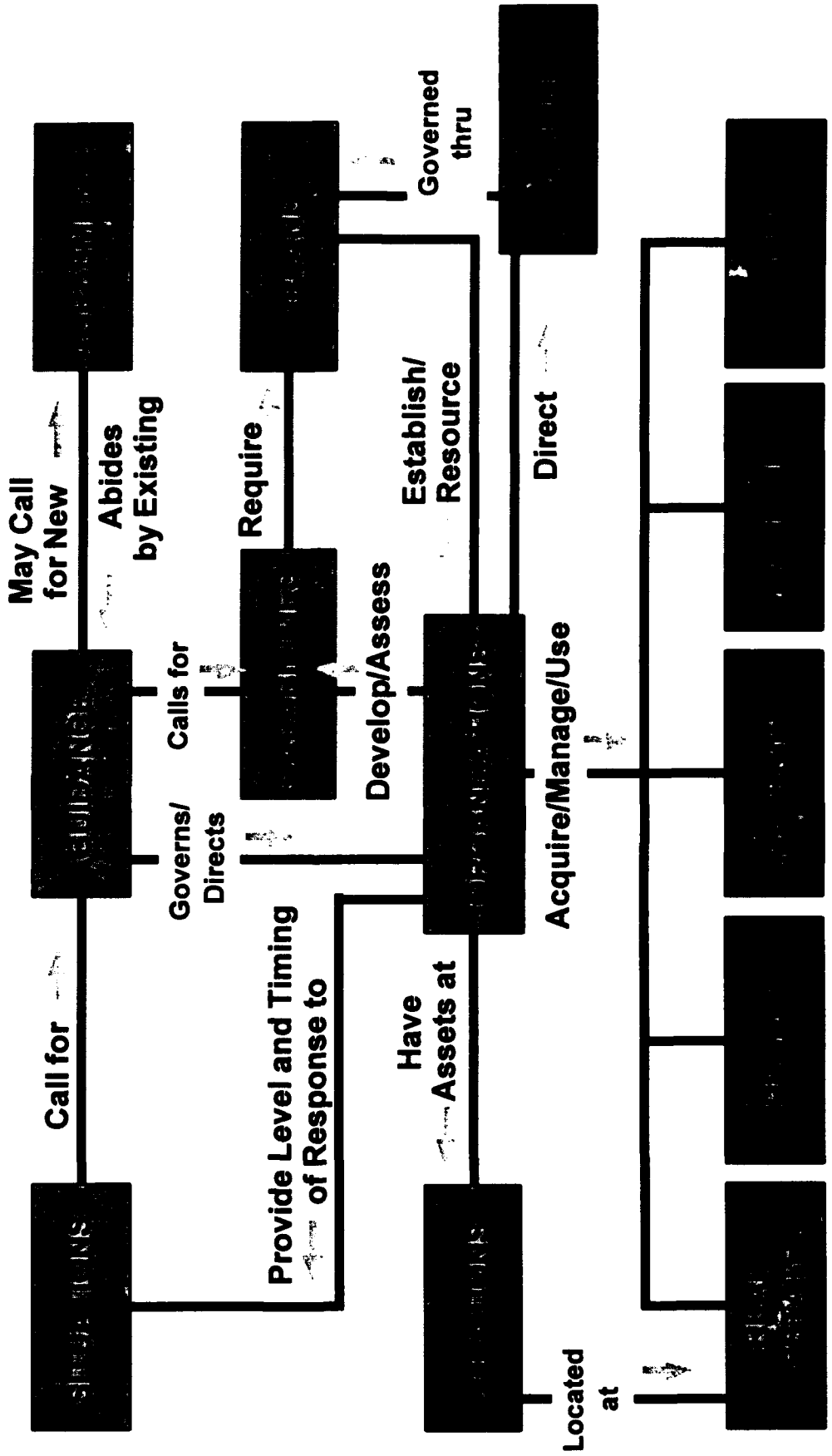
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WHAT WE HAVE DONE

Aug 1992   - DoD 8020.1M - Published

Mar 1993   - 1st DoD Enterprise Model Symposium
             Comments Invited on White Paper

Apr 1993   - Data/Activity Modeling Continued

             - Major CIM efforts began using the
               Enterprise Model

Oct 1993   - DEPSECDEF Memo on Migration
             Systems and data standards

Nov 1993   - Enterprise Integration Office
             Established

Jan 1994   - 2nd DoD Enterprise Model Symposium

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EXAMPLES OF COMMENTS ON ENTERPRISE MODEL

■ *"We found the DoD Enterprise Model to be an excellent tool... we... believe that it is imperative that the DASD(IM) encourage all Principle Staff Assistants and the Joint Staff to use the Enterprise Model as the principal context to ensure functional process and information/data integration and standardization..."* (Under Secretary of Defense (Acquisition & Technology))

■ *"The DoD Enterprise Model white paper sets the stage for the future of the Business Process Improvement activities within DoD..."* (C³I FDAd)

■ *"The DoD Enterprise Model... was received with great interest and expectation. Information planning and management through the discipline of information engineering principles is the only viable solution today. The DoD Enterprise Model is the initial phase of initiating such a solution in the DoD..."* (Department of Navy, Naval Air Warfare Center Aircraft Division)

The DoD Enterprise Model

EXAMPLES OF COMMENTS ON ENTERPRISE MODEL (cont'd)

- *"We basically agree with the top level of the model. The four major processes appear valid as does the activity models and the data models."* (Department of Air Force, Headquarters, AFC4A)

- "The United States has taken a major step towards DoD-wide data standardization in the development and wide dissemination... of a working draft DoD Enterprise Model." *(IDA, Systems Evaluation Division)*

- "Data Model provides high level sense of DoD entities and allows lower level models to be linked or integrated..." *(Defense Finance & Accounting Service)*

- "We would like to commend DoD for beginning an essential but challenging task in the overarching objective to streamline the way DoD operates." *(Martin Marietta, Astronautics Group)*

- " I have reviewed the DoD Enterprise Model with great interest. I feel that it is a significant step forward towards implementing the integration objectives envisioned by government and industry." *(Raytheon, Equipment Division)*

ENTERPRISE ACTIVITY MODEL

Control: Interface that guide or regulate the activity

Outputs: Results of the activity

Inputs: Interfaces that are changed as a result of the activity

ACTIVITY

Mechanisms: Systems, organizations, people, databases, or equipment that support or perform the activity

Activities are described in one place

All "Views" in DoD Enterprise are verified integrated

The DoD Enterprise Model is a universal Framework to organize...

DoD Enterprise Model Overview

A4 EMPLOY FORCES
- Constitute Forces
- Provide Operational Intelligence
- Conduct Operations
- Sustain Operations

A41 CONSTITUTE FORCES
- Organize Command
- Assess Plans & Orders
- Integrate Forces

A42 PROVIDE OPERATIONAL INTELLIGENCE
- Collect Operational Intelligence
- Fuse/Analyze
- Provide Products to Commanders

A43 CONDUCT OPERATIONS
- Conduct Conventional Operations
- Conduct Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Inter/Intra Government Operations

A44 SUSTAIN OPERATIONS
- Maintain Materiel
- Sustain People
- Resupply
- Move

A3 PROVIDE CAPABILITIES
- Manage Assets
- Support Assets
- Provide Administrative Services
- Develop Capabilities

A31 MANAGE ASSETS
- Determine Ability to Provide Capabilities
- Decide Disposition
- Assign Assets

A32 SUPPORT ASSETS
- Maintain
- Enhance
- Transport
- Separate

A33 PROVIDE ADMINISTRATIVE SERVICES
- Inform & Advise
- Provide Information Operational Services
- Provide Financial Services
- Provide Facility Service
- Provide Community Services

A34 DEVELOP CAPABILITIES
- Integrate
- Train Units & Organizations
- Assess Readiness

A2 ACQUIRE ASSETS
- Manage Acquisition
- Research & Design
- Produce Asset

A21 MANAGE ACQUISITION
- Develop Acquisition Guidance
- Define & Justify Program
- Administer Acquisition

A22 RESEARCH & DESIGN
- Conduct Research
- Design
- Test & Evaluate

A23 PRODUCE ASSETS
- Manufacture
- Construct
- Access
- Take Delivery

A1 ESTABLISH DIRECTION
- Establish Policy
- Determine Requirements
- Develop Plans
- Allocate Resources

A11 ESTABLISH POLICY
- Assess World Situation
- Establish National Security Priorities
- Establish Defense Priorities & Strategies

A12 DETERMINE REQUIREMENTS
- Evaluate Capabilities & Performance
- Develop Doctrine
- Structure Organizations & Forces
- Produce Requirements

A13 DEVELOP PLANS
- Identify Objectives/Missions
- Develop Courses of Action
- Develop Detailed Plans
- Direct Execution

A14 ALLOCATE RESOURCES
- Develop Programs/Budgets
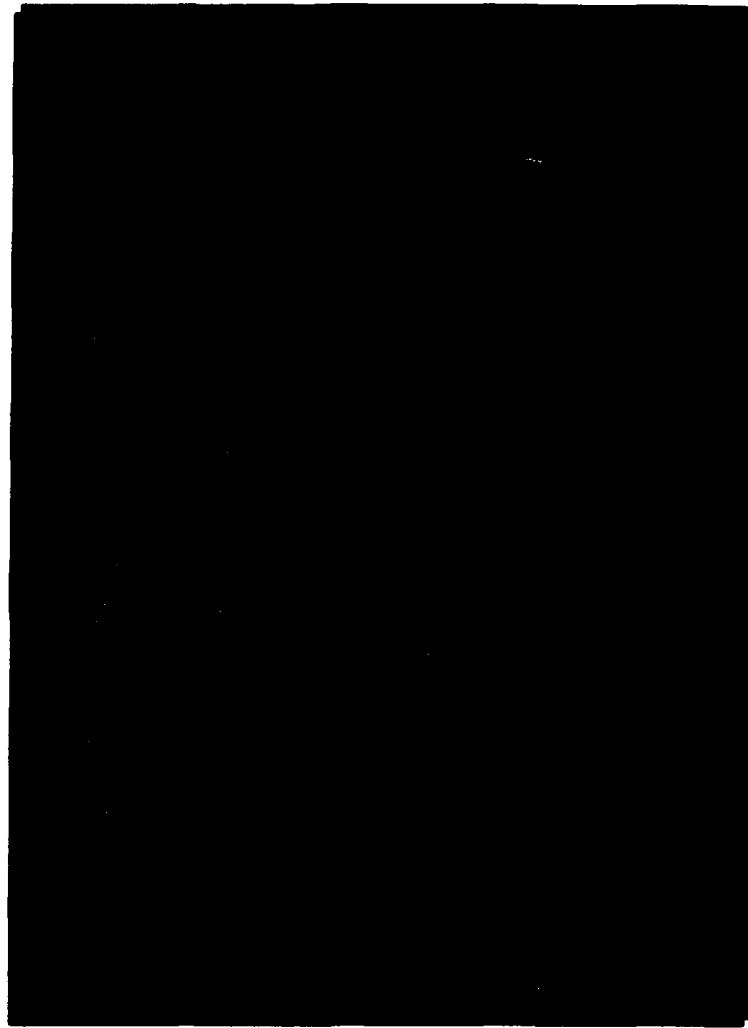- Consolidate & Prioritize
- Balance Programs/Budgets
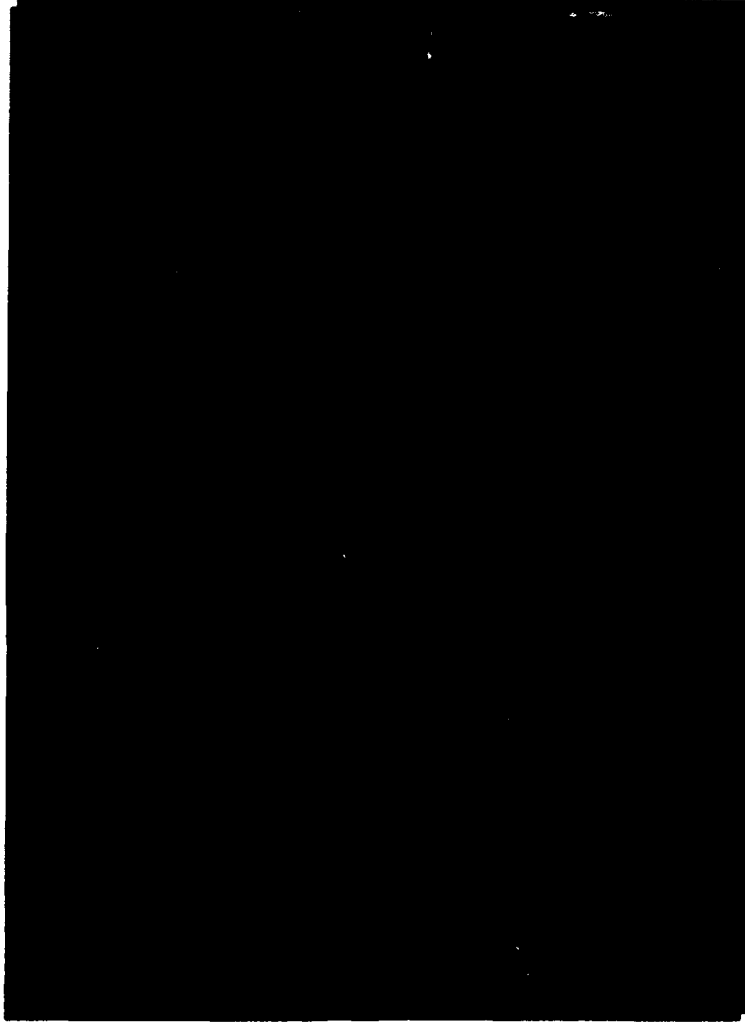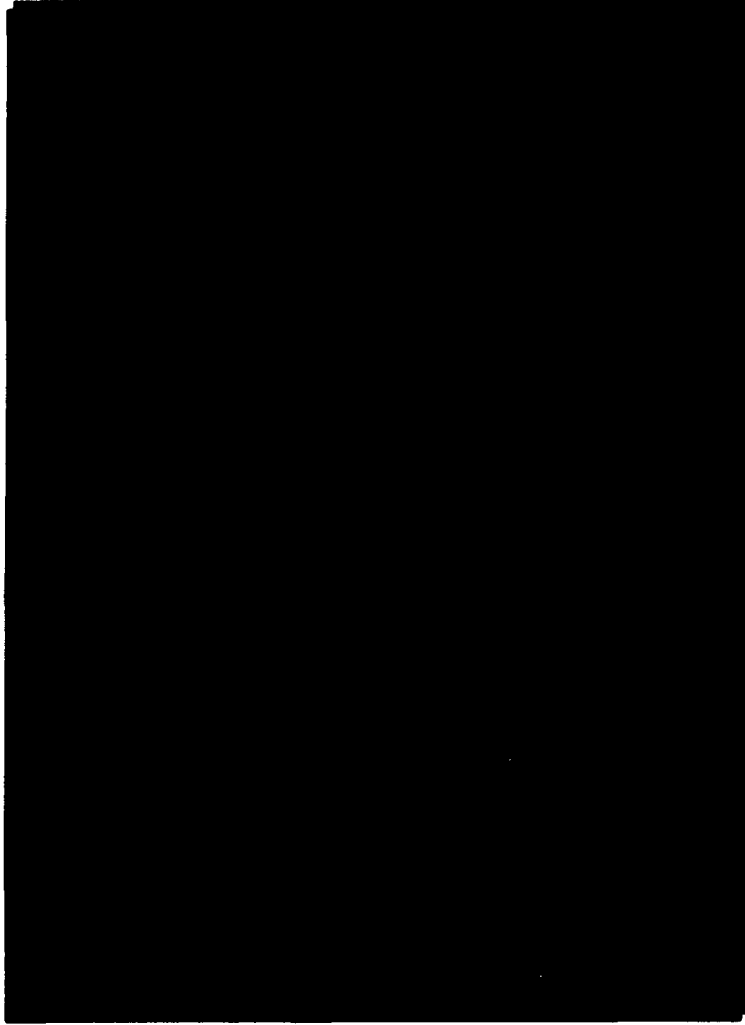
The DoD Enterprise Model

The DoD Enterprise Model

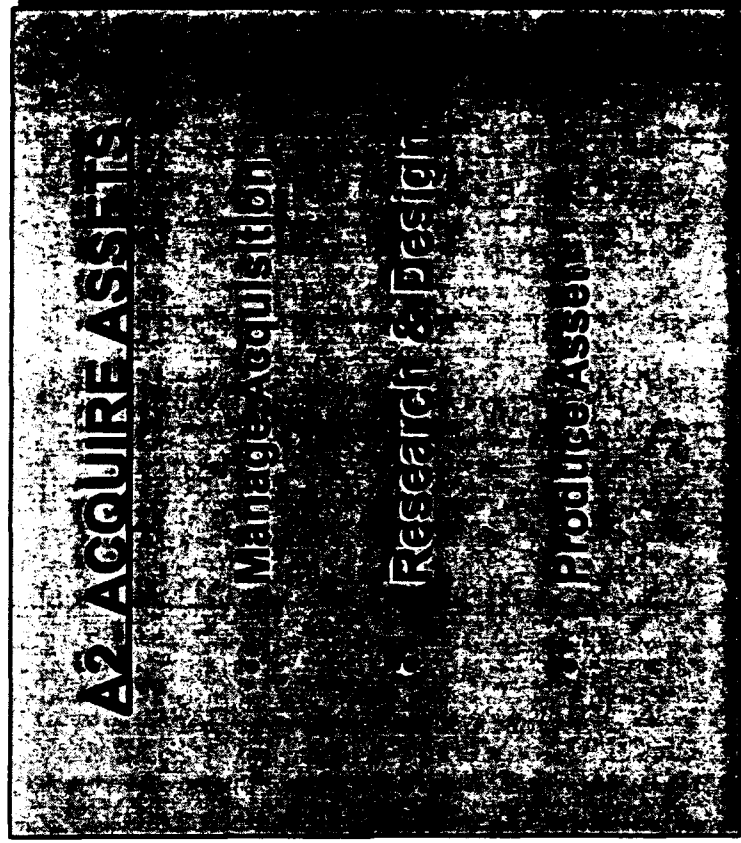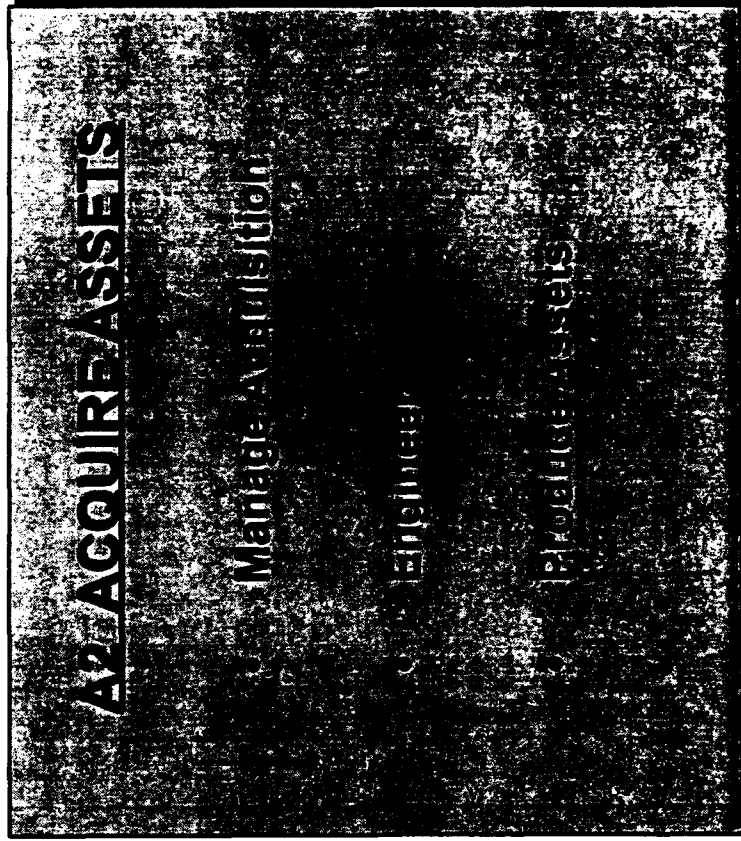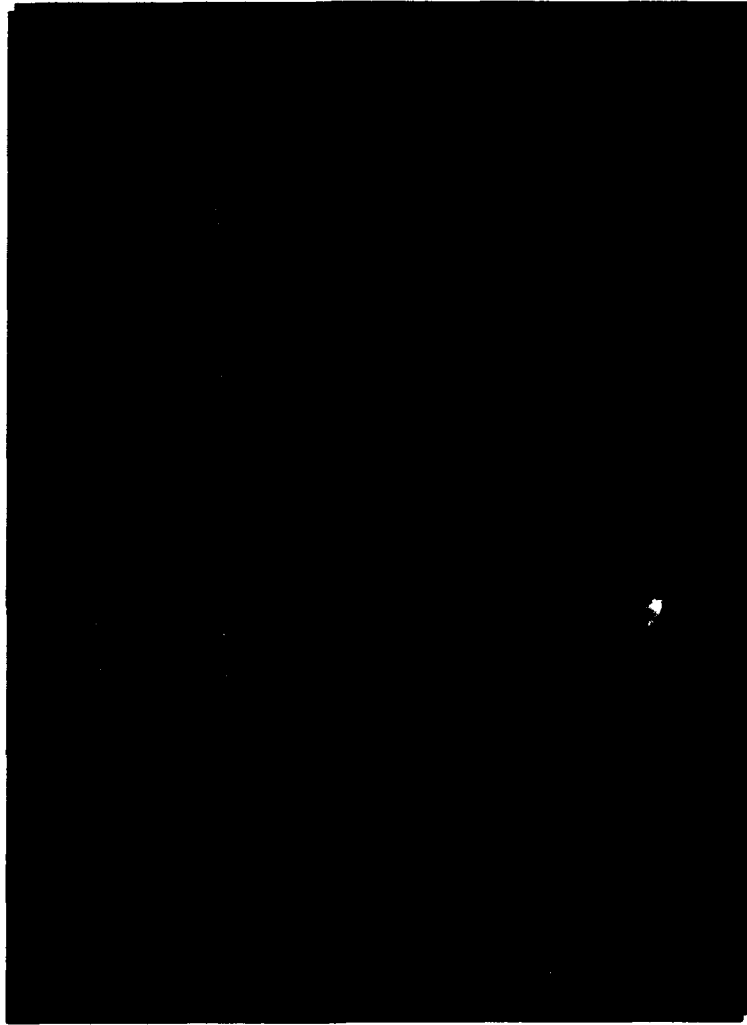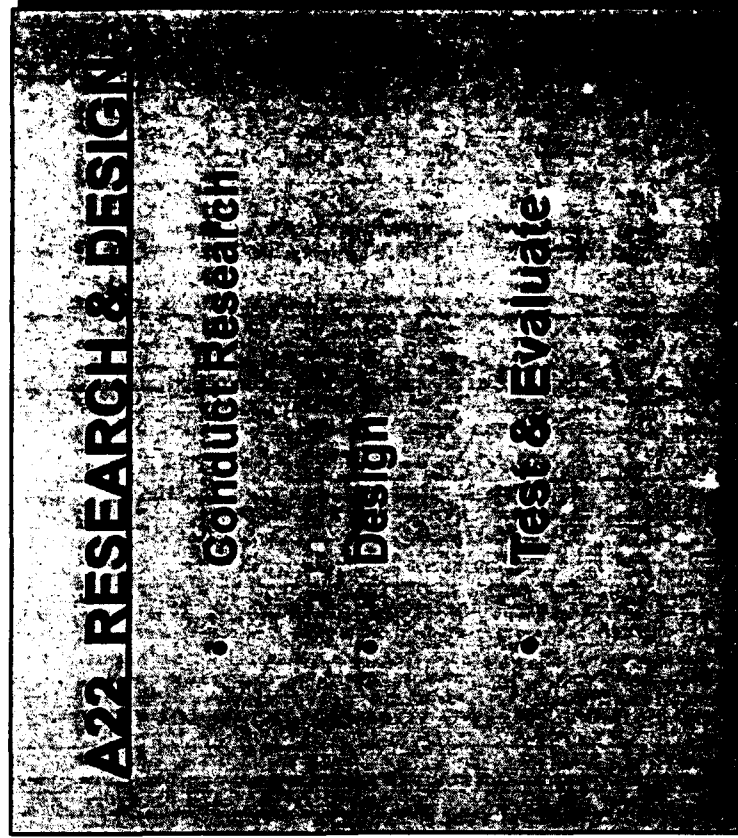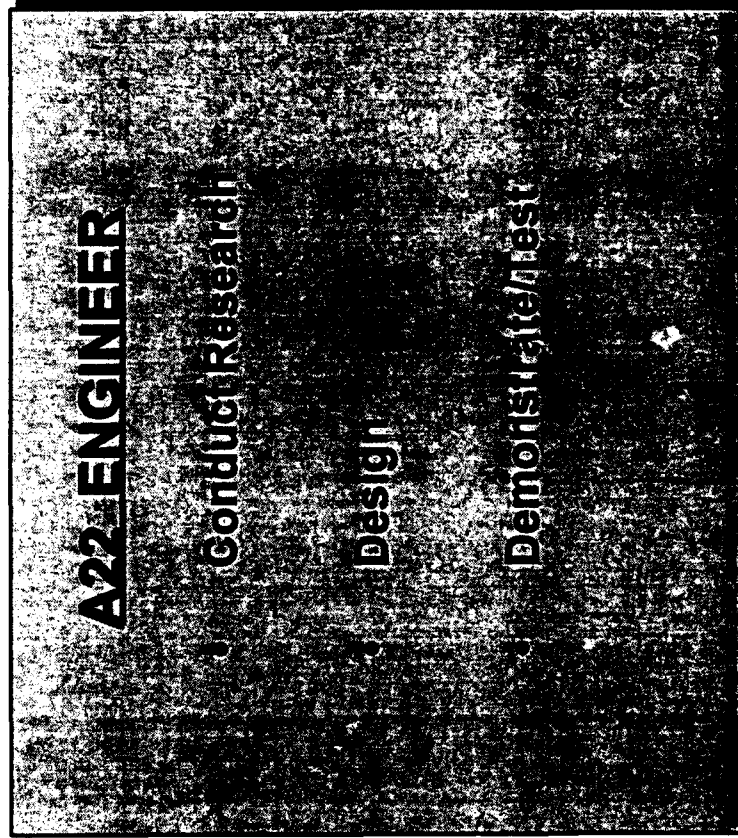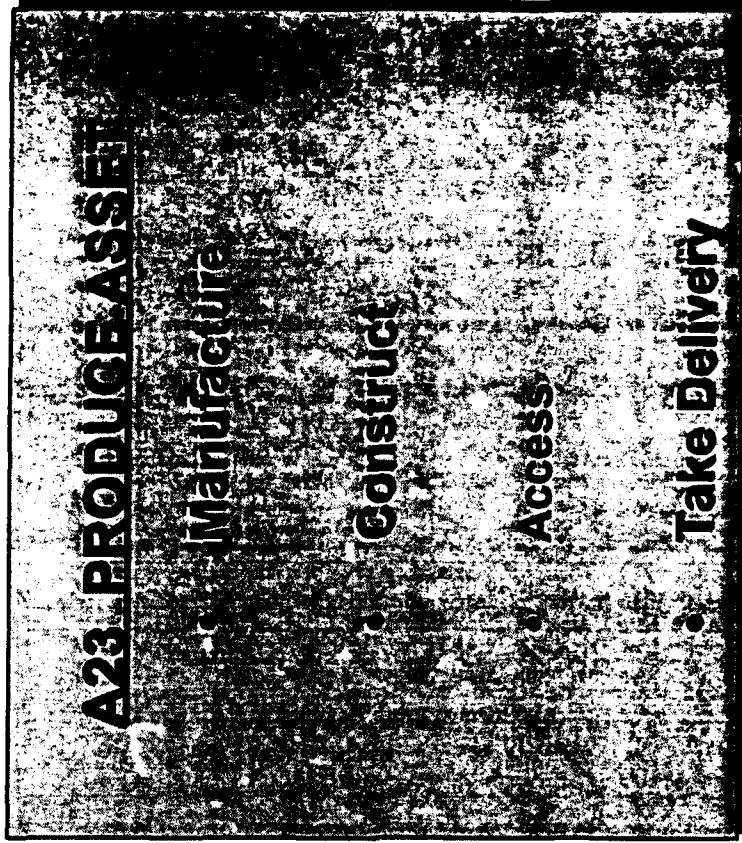The DoD Enterprise Model

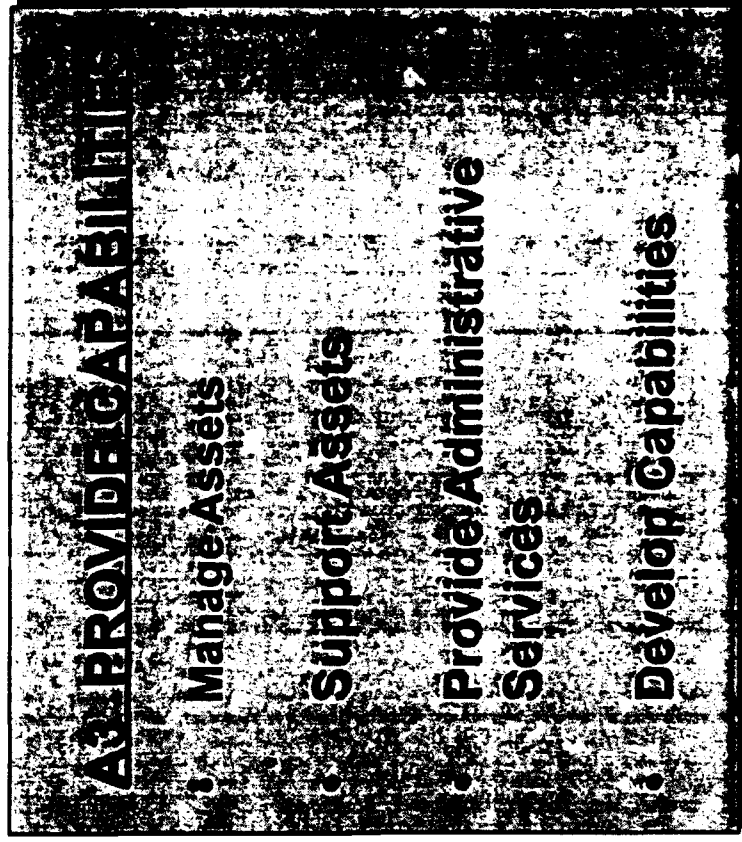The DoD Enterprise Model

The DoD Enterprise Model

The DoD Enterprise Model

A2 ACQUIRE ASSETS

- Manage Acquisition
- Research & Design
- Produce Assets

Revised

A2 ACQUIRE ASSETS

- Manage Acquisition
- Engineer
- Produce Assets

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The DoD Enterprise Model

A22 RESEARCH & DESIGN

- Conduct Research
- Design
- Test & Evaluate

Revised

A22 ENGINEER

- Conduct Research
- Design
- Demonstrate/Test

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A23 PRODUCE ASSET

- Manufacture
- Construct
- Access
- Take Delivery

Revised

A23 PRODUCE ASSET

- Build
- Access
- Buy/Lease

The DoD Enterprise Model

A3: PROVIDE CAPABILITIES

- Manage Assets
- Support Assets
- Provide Administrative Services
- Develop Capabilities

Revised

A3: PROVIDE CAPABILITIES

- Manage Assets
- Develop Capabilities
- Use Capabilities

The DoD Enterprise Model

A31. MANAGE ASSETS

- Determine Ability to Provide Capabilities
- Decide Disposition
- Assign Assets

Revised

A31. MANAGE ASSETS

- Analyze Asset Requirements and Availability
- Decide Disposition
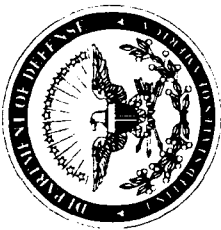- Assign Assets
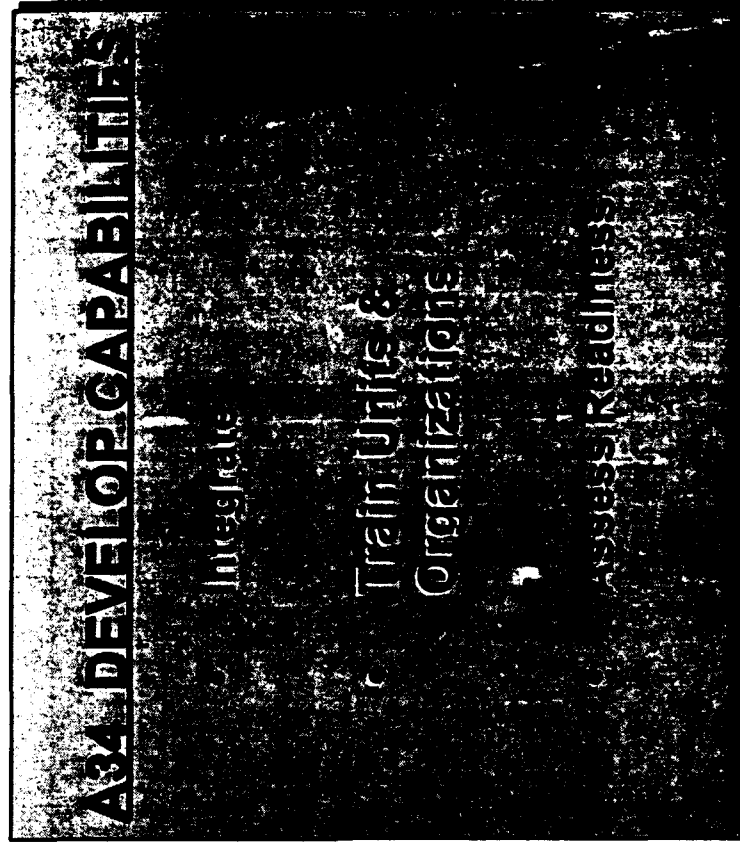
The DoD Enterprise Model

The DoD Enterprise Model

A33 PROVIDE ADMINISTRATIVE SERVICES

- Inform & Advise

- Provide Information Operational Services

- Provide Financial Services

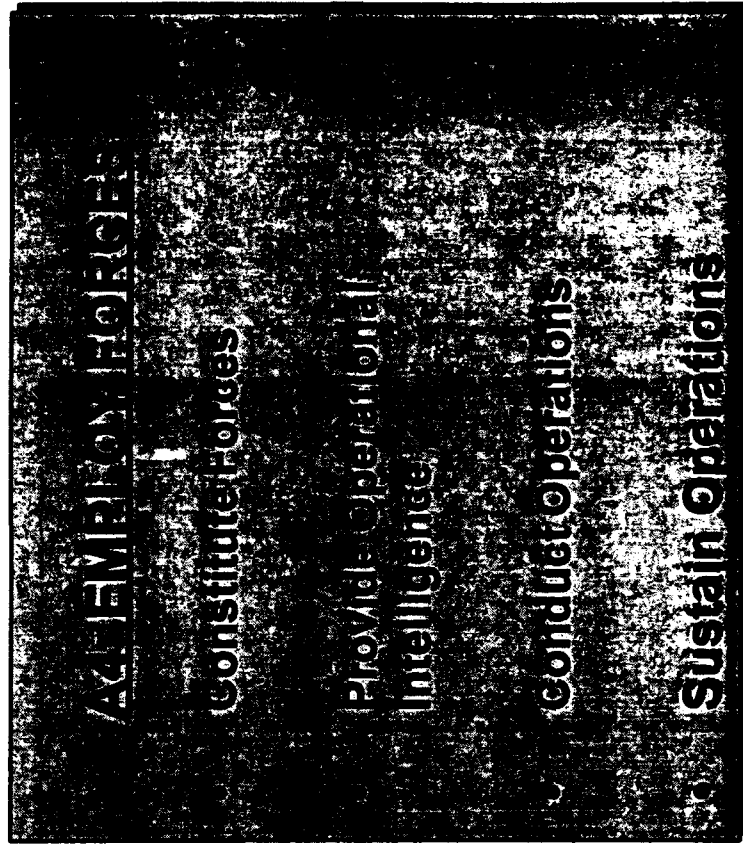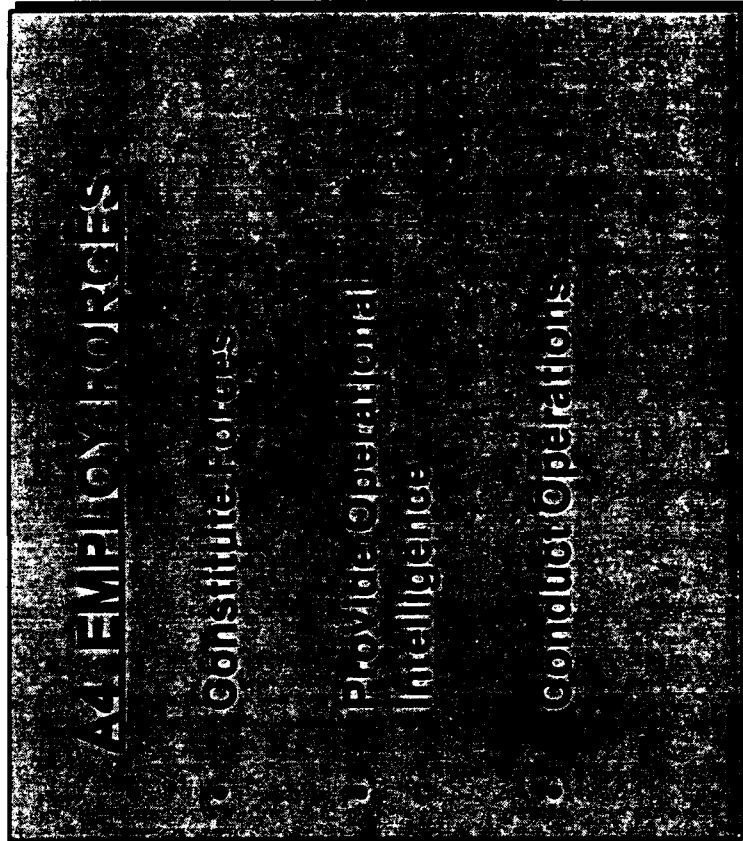- Provide Facility Services

- Provide Community Services

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A3.4 DEVELOP CAPABILITIES

Integrate

Train Units & Organizations

Assess Readiness

Revised

A3.4 DEVELOP CAPABILITIES

Integrate

Train

Assess Readiness

The DoD Enterprise Model

ACEMPLOY FORCES

Constitute Forces

Provide Operational
Intelligence

Conduct Operations

ACEMPLOY FORCES

Constitute Forces

Provide Operational
Intelligence

Conduct Operations

Sustain Operations

Revised

The DoD Enterprise Model

The DoD Enterprise Model

The DoD Enterprise Model

A43 CONDUCT OPERATIONS

- Conduct Conventional Operations
- Conduct Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Intra/Inter Government Operations

Revised

A43 CONDUCT OPERATIONS

- Conduct Conventional Operations
- Conduct Strategic Nuclear Operations
- Conduct Tactical Nuclear Operations
- Conduct Space Operations
- Conduct Special Operations
- Conduct Intra/Inter Government operations

The DoD Enterprise Model

A44 SUSTAIN OPERATIONS

- Maintain Materiel

- Sustain People

- Resupply

- Move
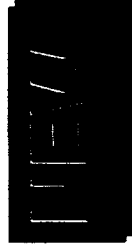
ENTERPRISE DATA MODEL

PURPOSE OF THE DATA MODEL

- *Identify and describe the data resources needed by all DoD functions and organizations*

- *Provide a basis for validating and standardizing data elements*

- *Guide to shared data structures in databases*

Data standards provide the *GLUE* that integrates processes and functions across the department

APPROACH

■ *Data Model*

■ *Data Architecture*

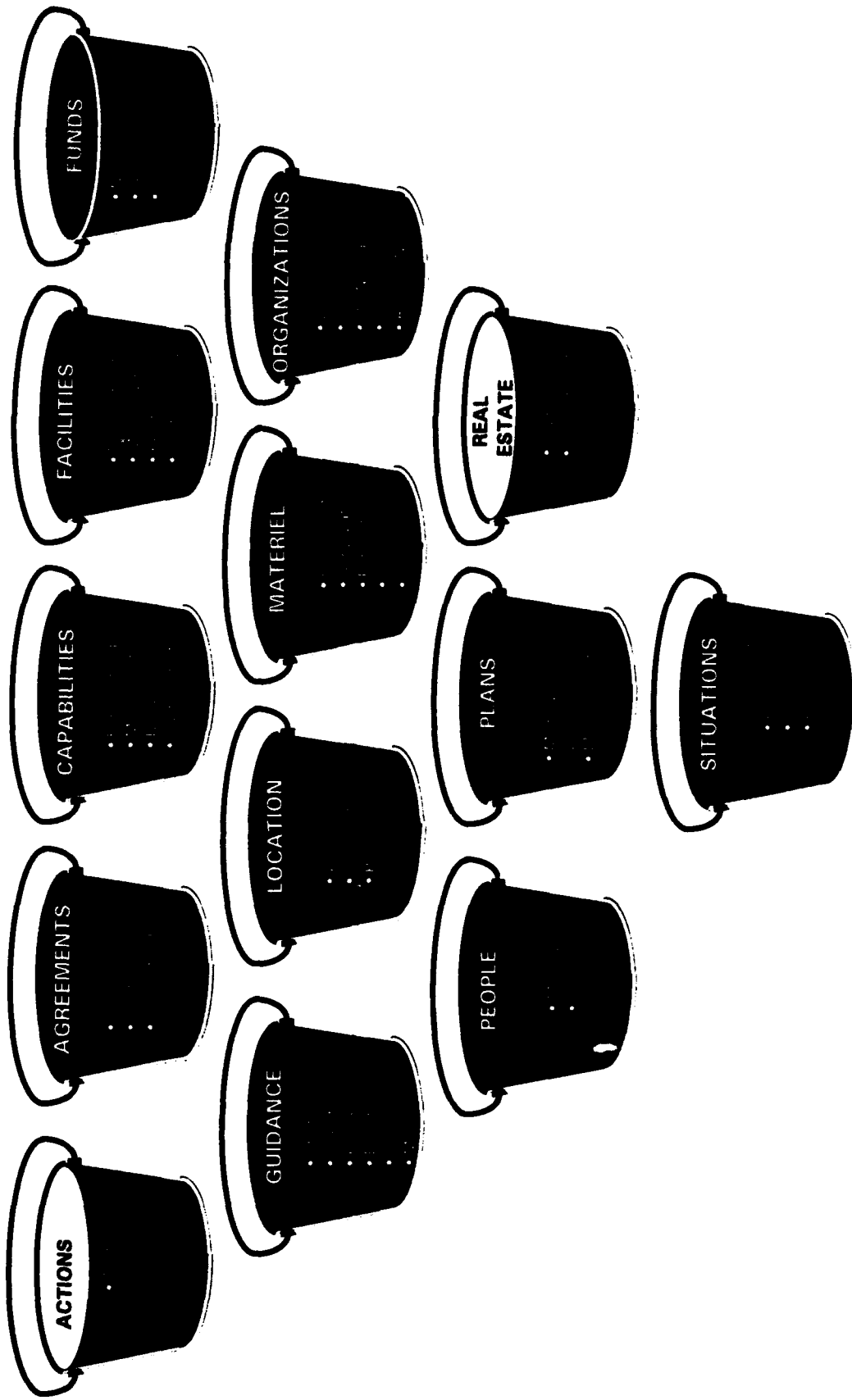■ *Data Element Standards*

■ *Databases*

The DoD Enterprise Model

DoD ENTERPRISE DATA MODEL PROCESS

■ *Model data in conjunction with activities*

♦ Functional expert/data administrative teams

♦ Integrated modeling project plan for activities and data

♦ FDAd/CDAd participation

♦ Data Models in IDEF1X

■ *Store IDEF1X Data Model representation in DoD repository*

■ *Identify standard data element descriptions*

♦ Validate against functional requirements/models

♦ Use Data Element Standardization Procedures (DoD 8320.1-M-1)

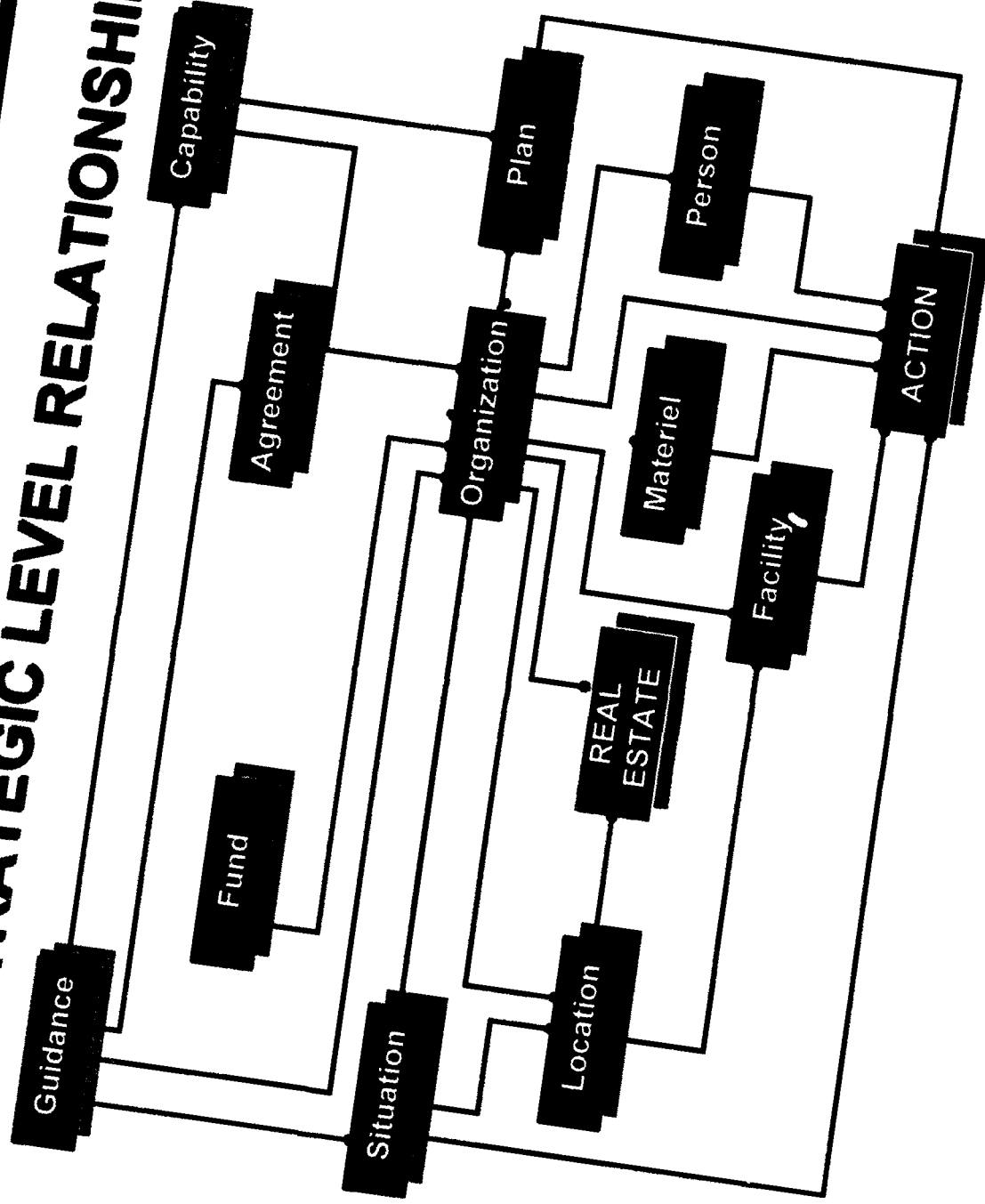■ *Approve standard data descriptions for DoD repository*

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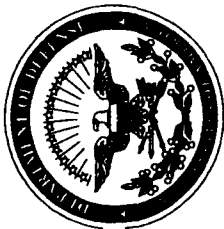# CANDIDATE STRATEGIC LEVEL DATA ENTITIES

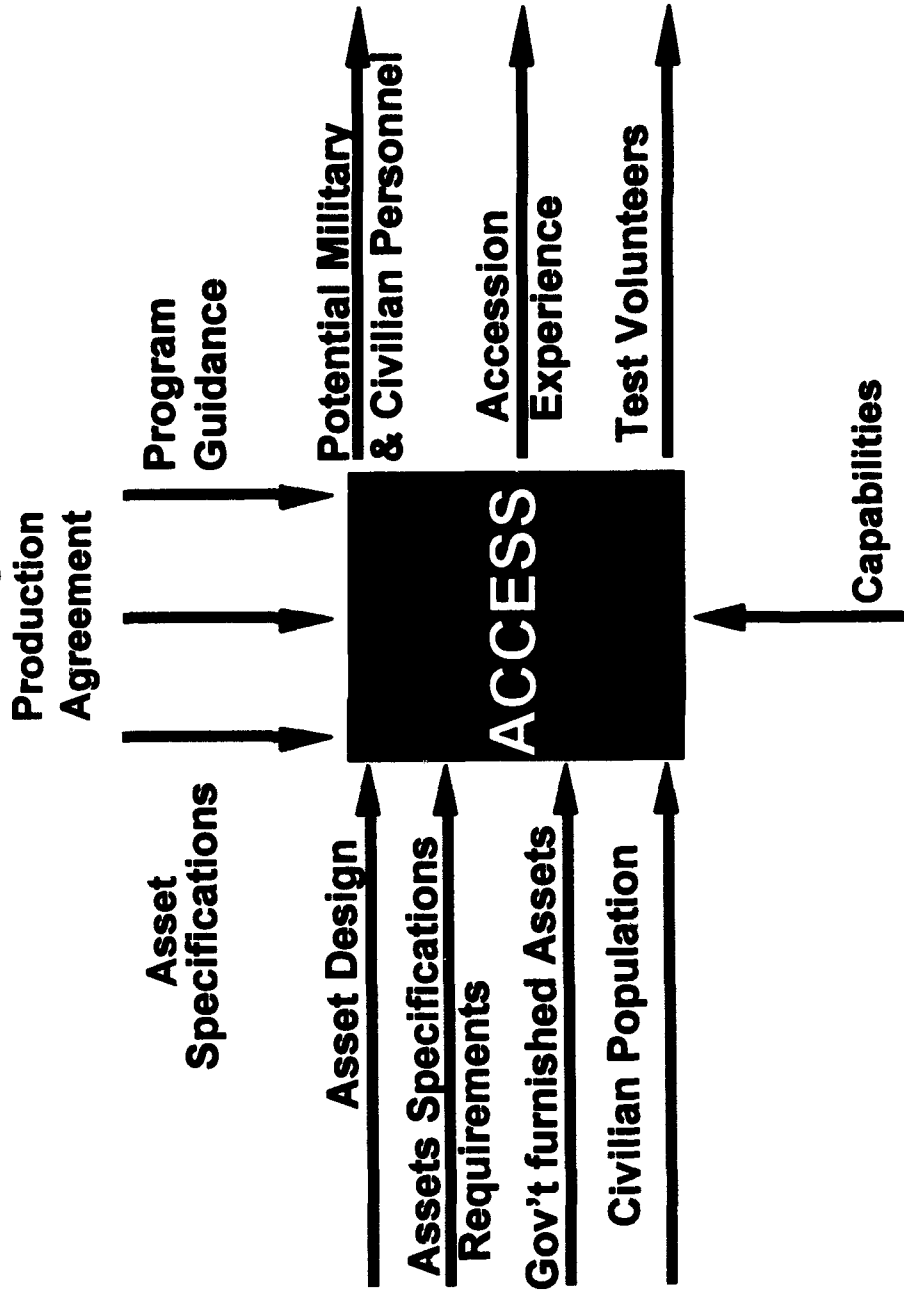*The DoD Enterprise Model*

DoD STRATEGIC LEVEL RELATIONSHIPS

Capability

Plan

Person

Agreement

Organization

Materiel

ACTION

Facility

REAL ESTATE

Fund

Guidance

Situation

Location

EXAMPLE ACTIVITY ANALYSIS

Activity Analysis - IDEF0

Production
Agreement

Program
Guidance

Asset
Specifications

ACCESS

Asset Design

Assets Specifications
Requirements

Gov't furnished Assets

Civilian Population

Potential Military
& Civilian Personnel

Accession
Experience

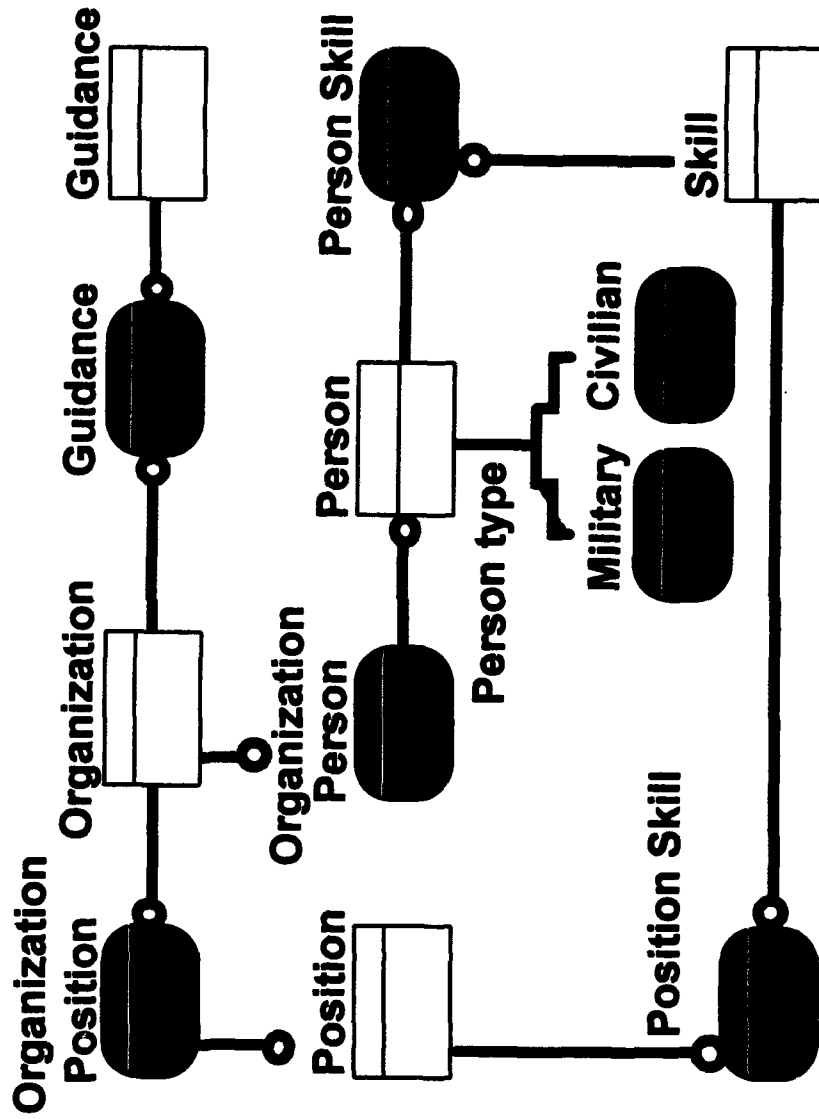Test Volunteers

Capabilities

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EXAMPLE DATA ANALYSIS
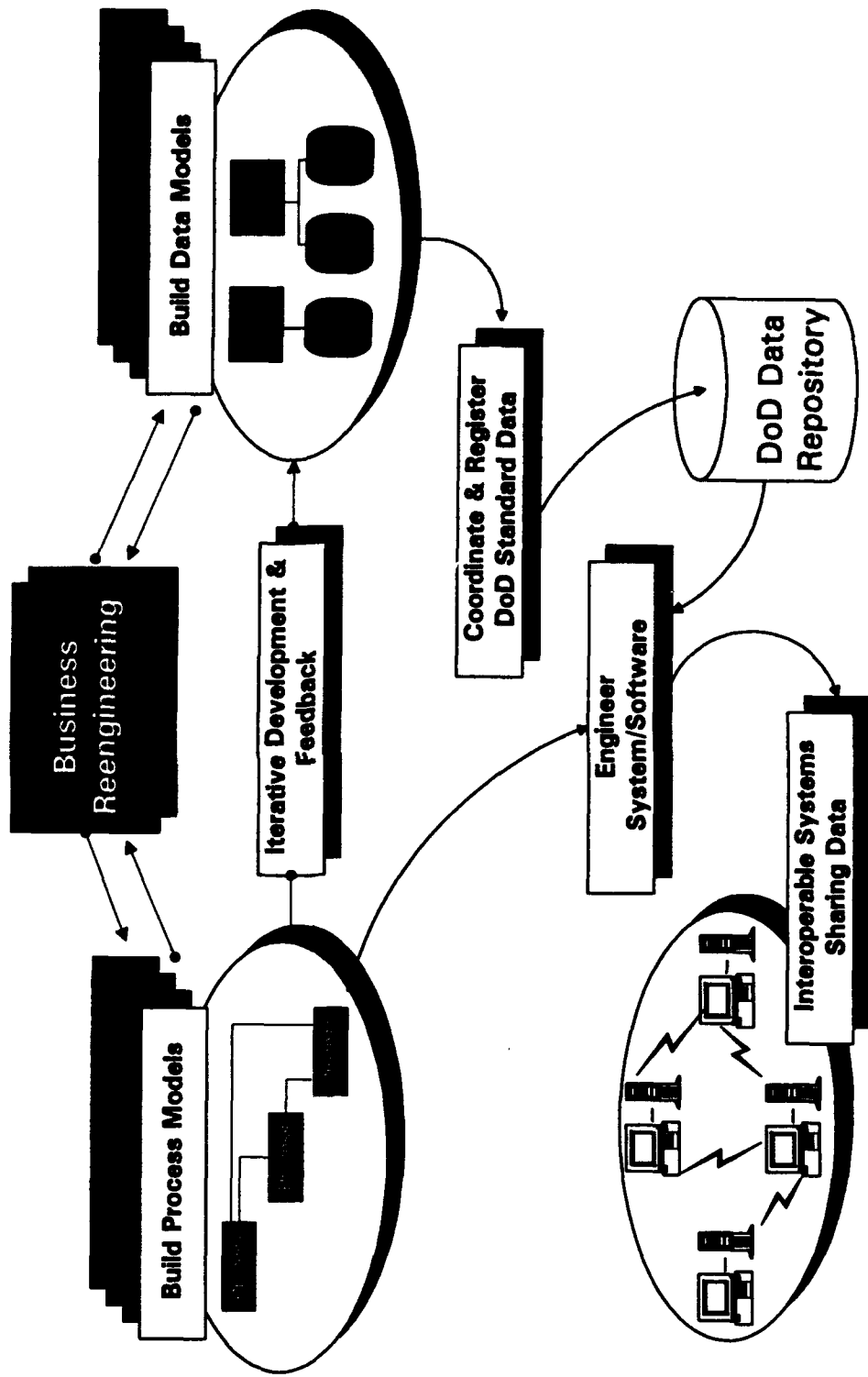
Data Analysis - IDEF1X

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KEY CHANGES FROM FEBRUARY 1993 DRAFT

- *"Action" added as strategic data entity*
  - ◆ Satisfies C² and Acquisition requirements
  - ◆ NATO ATCCIS Generic Hub Data Model used as basis for integration effort

- *"Real Estate" strategically related to "location"*

- *Section 6*
  - ◆ Senior Management View
  - ◆ Guidance to Functional Areas on Data Modelling
  - ◆ Mechanism for Integration
  - ◆ Glossary of Common Terms updated

- *Appendix C*
  - ◆ Tutorial material on IDEF1X added
  - ◆ Diagrams and Examples updated
  - ◆ Examples of Functional Area use of Strategic Data Model added

- *Appendix D*
  - ◆ Data Entity definitions updated
  - ◆ Definition of Attributes added

The DoD Enterprise Model
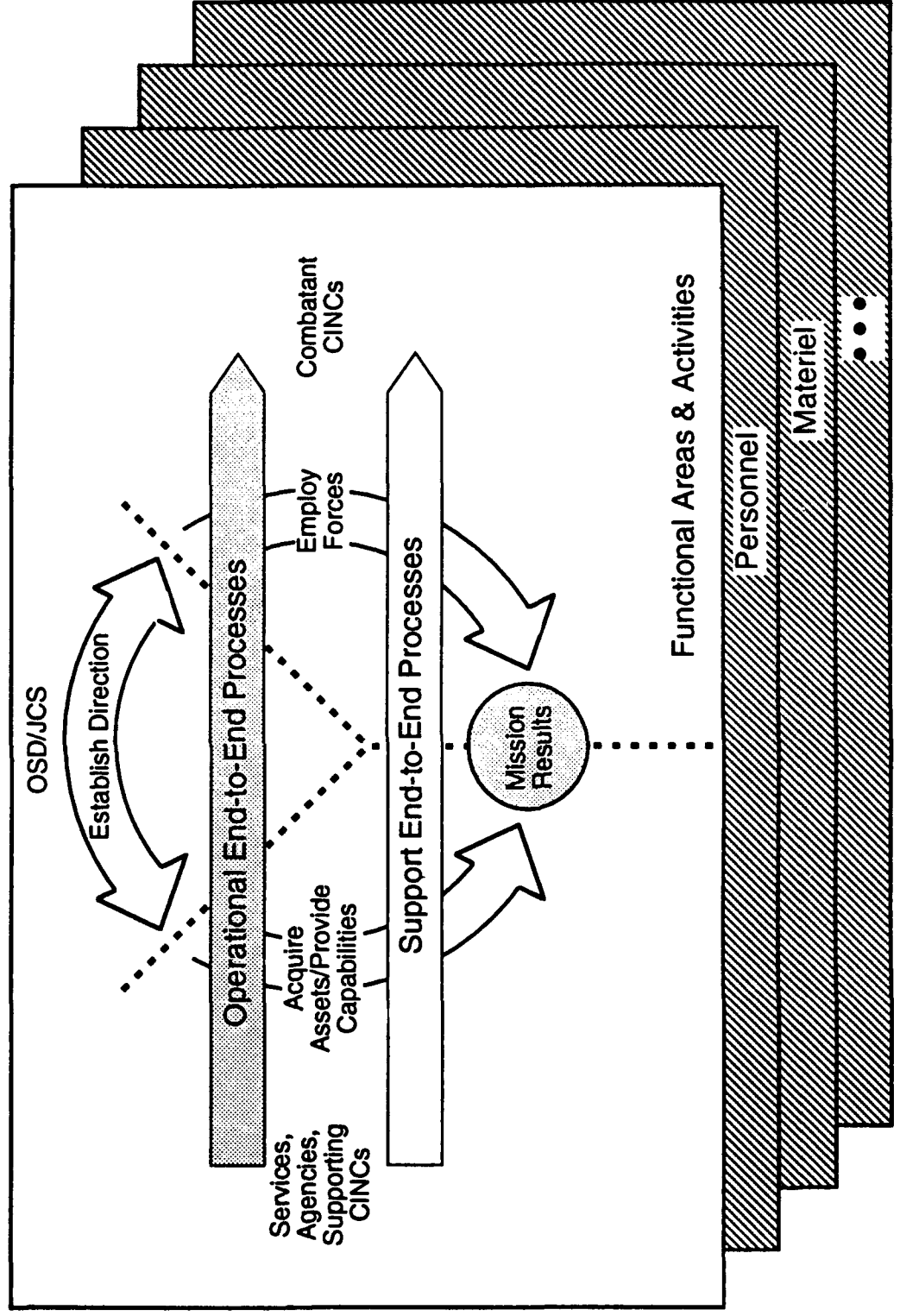
DATA ADMINISTRATION AND THE CIM MODEL

Build Data Models

Business Reengineering

Build Process Models

Iterative Development & Feedback

Coordinate & Register DoD Standard Data

DoD Data Repository

Engineer System/Software

Interoperable Systems Sharing Data

BLUEPRINT FOR INTEGRATION

The DoD Enterprise Model

THE DoD "CONUNDRUM":
HOW TO INTEGRATE THE ENTERPRISE?

OSD/JCS

Establish Direction

Combatant CINCs

Employ Forces

Operational End-to-End Processes

Acquire Assets/Provide Capabilities

Services, Agencies, Supporting CINCs

Support End-to-End Processes

Mission Results

Functional Areas & Activities

Personnel

Materiel

The DoD Enterprise Model

DoD ENTERPRISE INTEGRATION
A Corporate Approach

■ *Planning Strategically and Top Down*

■ *Taking a DoD Enterprise Perspective on All Activities*

  ◆ *Aligning the Enterprise Around End-to-End Core Processes*

■ *Eliminating Duplication and Bottlenecks Aggressively*

■ *Sharing Resources Among Organizations/Reusing Assets*

■ *Shifting Resources Into More Productive Activities*

■ *Evaluating Processes and Outcomes Continually to Improve Defense*

The DoD Enterprise Model

ENTERPRISE INTEGRATION OUTCOMES

- *Enhanced Capability to Respond to Crises*

- *Seamless Interface Between Front Line & Support Infrastructures*

- *Just-in-Time Delivery of DoD Goods and Services*

- *Total DoD Asset Visibility & Management*

- *Improved Customer-Supplier Links*

- *Wholesale-Retail Integration*

- *Enhanced US Industry Competitiveness*
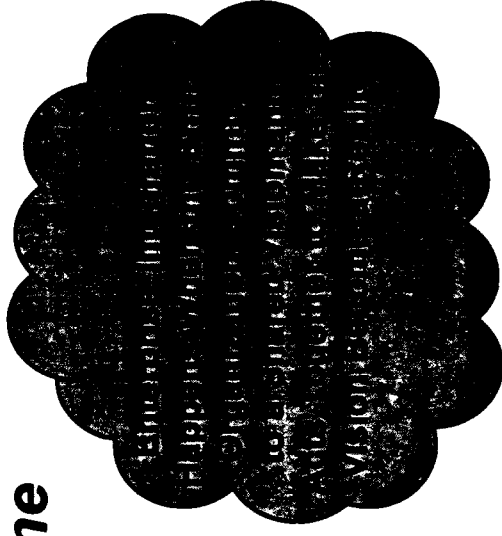
The DoD Enterprise Model

APPLY THE CORPORATE IMPROVEMENT PROCESS

- *Guide changes from DoD-wide perspective by the collective senior leadership*

- *Change methods, organizations, and resources; including policy, culture, and practices using the DoD Enterprise Model to manage cross-functional impacts*

- *Re-align around "End-to-End" Core Processes, remove constraints on time, reduce costs, and improve quality*

- *Capitalize on DoD-wide improvements that:*

  - *Remove policy barriers*   *Add Flexibility*

  - *Empower employees*   *Manage Risk*

Improvement requires a total commitment to re-inventing policies, organizations, people, culture, processes, resources, and systems. Isolated changes to one or another element of the enterprise inevitably fails to achieve overall goals.

The DoD Enterprise Model

CORPORATE IMPROVEMENT PROCESS
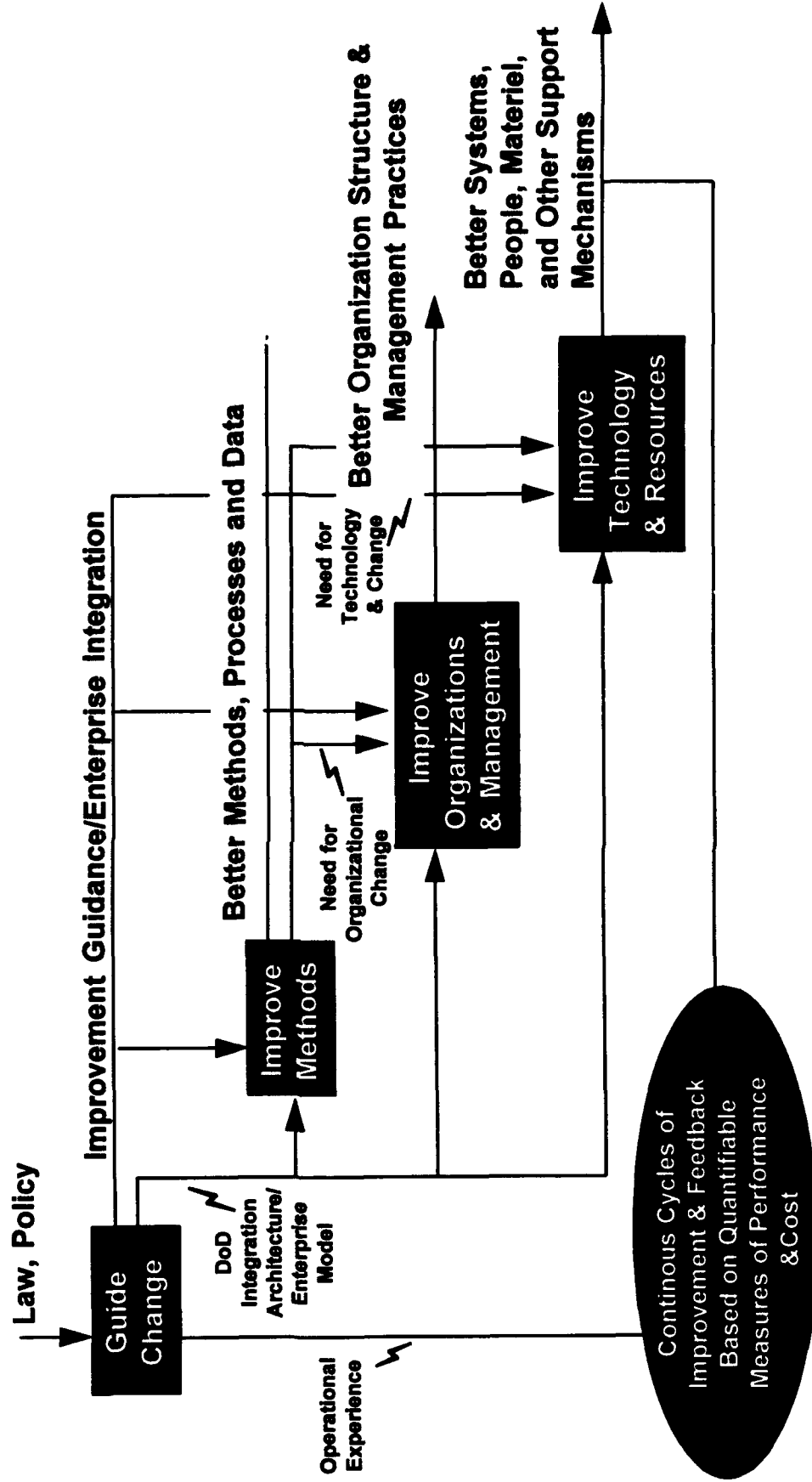
The DoD Enterprise Model

DoD INTEGRATION ARCHITECTURE

■ *Provides the "terrain map" for DoD improvement*
  - Addresses all elements of the DoD Enterprise

■ *Deployed consistently at all echelons*
  - DoD-wide, functional area, functional activity, and below
  - Nested set of DoD values, policies, plans, structures, processes, data, resources and technology

■ *Provides framework for links to external environment*
  - Other Federal Agencies
  - Allies and coalition partners
  - Industry

■ *Enables horizontal integration between elements and vertical integration across levels*

The DoD Enterprise Model
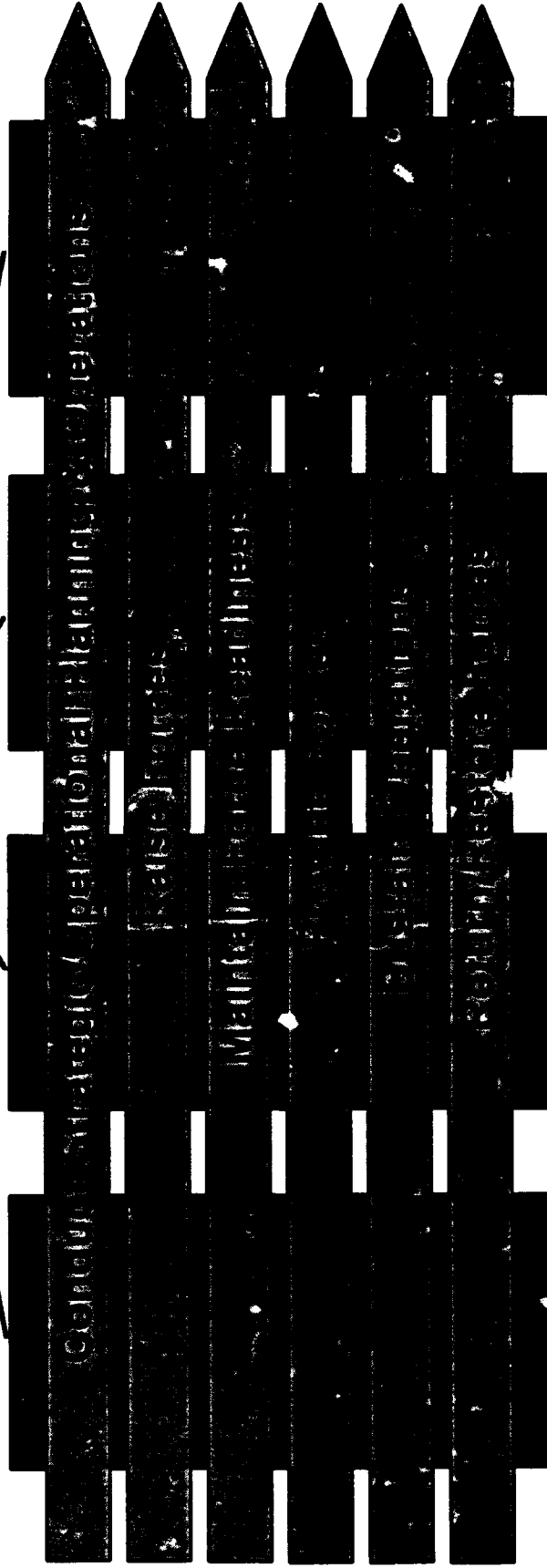
ENTERPRISE INTEGRATION APPROACH
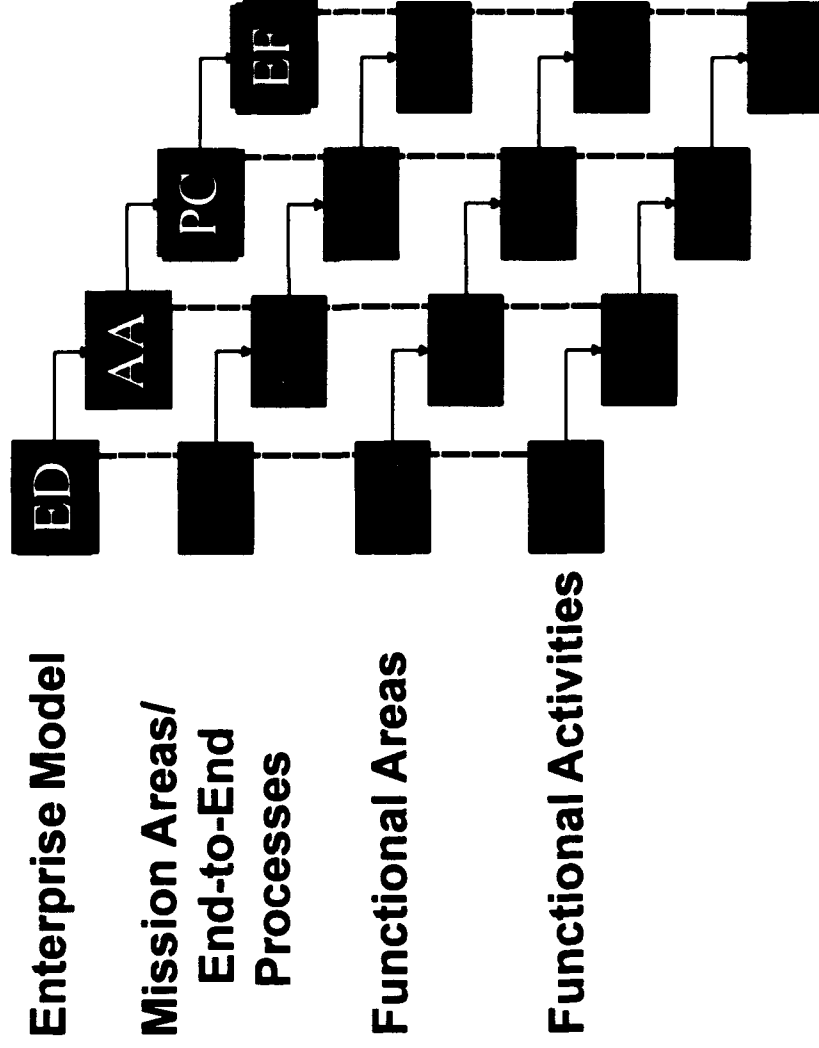
- ■ Fit improvement effort into proper hierarchy

- ■ Use higher level guidance and models as templates - tailor as necessary

- ■ Capitalize on existing models
  - ◆ Fit existing data models into DoD Data Model
  - ◆ Validate existing functional models against Enterprise Model; fill missing "gaps", e.g.; Establish Direction

- ■ Decompose activities

- ■ Reconcile & integrate with other organizations or functions

ED   AA   PC   EF

Enterprise Model

Mission Areas/ End-to-End Processes

Functional Areas

Functional Activities

The DoD Enterprise Model

Provide for the Common Defense

| Establish Direction | Acquire Assets | Provide Capabilities | Employ Forces |

IDENTIFY NEEDS OF CUSTOMERS & CONSUMERS
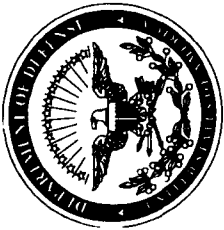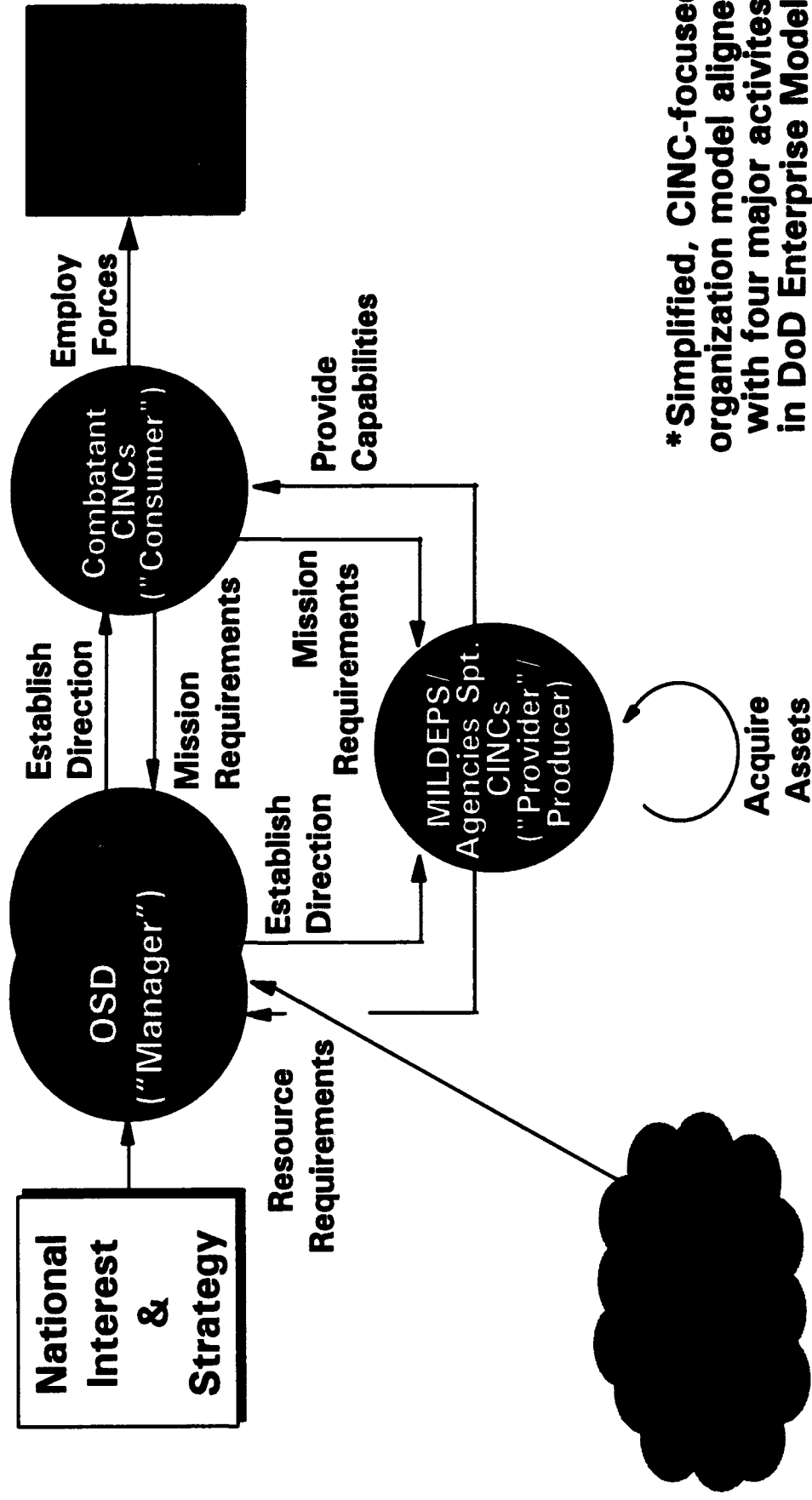
The DoD Enterprise Model

ESTABLISH KEY CUSTOMER/CONSUMER ROLES

- **CINC - "consumer":** *What will I need to get to accomplish my assigned mission, and how much can I afford to spend relative to my total needs?*

- **Joint Staff - "surrogate":** *What is the aggregate demand on the sustaining base, and the recommended priorities and sequencing?*

- **OSD - "customer":** *What must DoD do to deliver affordable, relevant quality products and services when and where they are needed? What must consumers see to make sure the sustaining base meets their mission needs?*

The DoD Enterprise Model

MAKE THE ENTERPRISE WORK FOR THE "WARFIGHTER"

National Interest & Strategy

Resource Requirements

OSD ("Manager")

Establish Direction

Mission Requirements

Combatant CINCs ("Consumer")

Employ Forces

Establish Direction

Mission Requirements

Provide Capabilities

MILDEPS/ Agencies Spt. CINCs ("Provider"/ Producer)

Acquire Assets

*Simplified, CINC-focused organization model aligned with four major activites in DoD Enterprise Model

IDENTIFY DEMANDS ON THE SUSTAINING BUSINESS BASE

- *Operational requirements for units, people and equipment*

- *Number of units/people/equipment to be supported and turnover (e.g., casualties, rotation)*

- *Location - distance and lift*

- *"OPTEMPO" - intensity & environmental factors (e.g., climate)*

- *Duration of operations & resupply capability*

- *Physical infrastructure, (e.g., constraints of immature theater)*
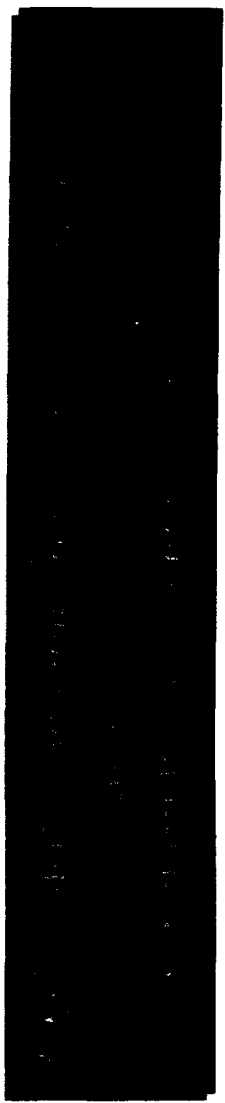
The DoD Enterprise Model

EMPLOY FORCES/ESTABLISH DIRECTION DETERMINE REQUIREMENTS

■ *Must determine:*

   ◆ Delta between operational need and current/planned capability

   ◆ Doctrine

   ◆ Force structure

   ◆ Equipment, people, support

■ *What critical "Employ Forces" activities must be considered in "Establish Direction", and what should be visible to sustaining base managers & providers?*

The DoD Enterprise Model

EMPLOY FORCES/ESTABLISH DIRECTION DRIVES ACQUIRE ASSETS

■ *Requirements and approved programs drive acquisition of:*

- ◆ Equipment
- ◆ People
- ◆ Parts (sustaining & war reserve)

- ◆ Facilities
- ◆ AIS
- ◆ etc.

■ *"Employ Forces/Establish Direction" should have sufficient detail and ops context to drive expanded JROC-type analysis of DoD acquisition vs. JTF requirements*

OR

■ *JTF "adapts" to what it gets from "Acquire Assets"*

The DoD Enterprise Model

EMPLOY FORCES/ESTABLISH DIRECTION DRIVES PROVIDE CAPABILITIES (PLANS) & EMPLOY FORCES DRIVES PROVIDE CAPABILITIES (EXECUTION)
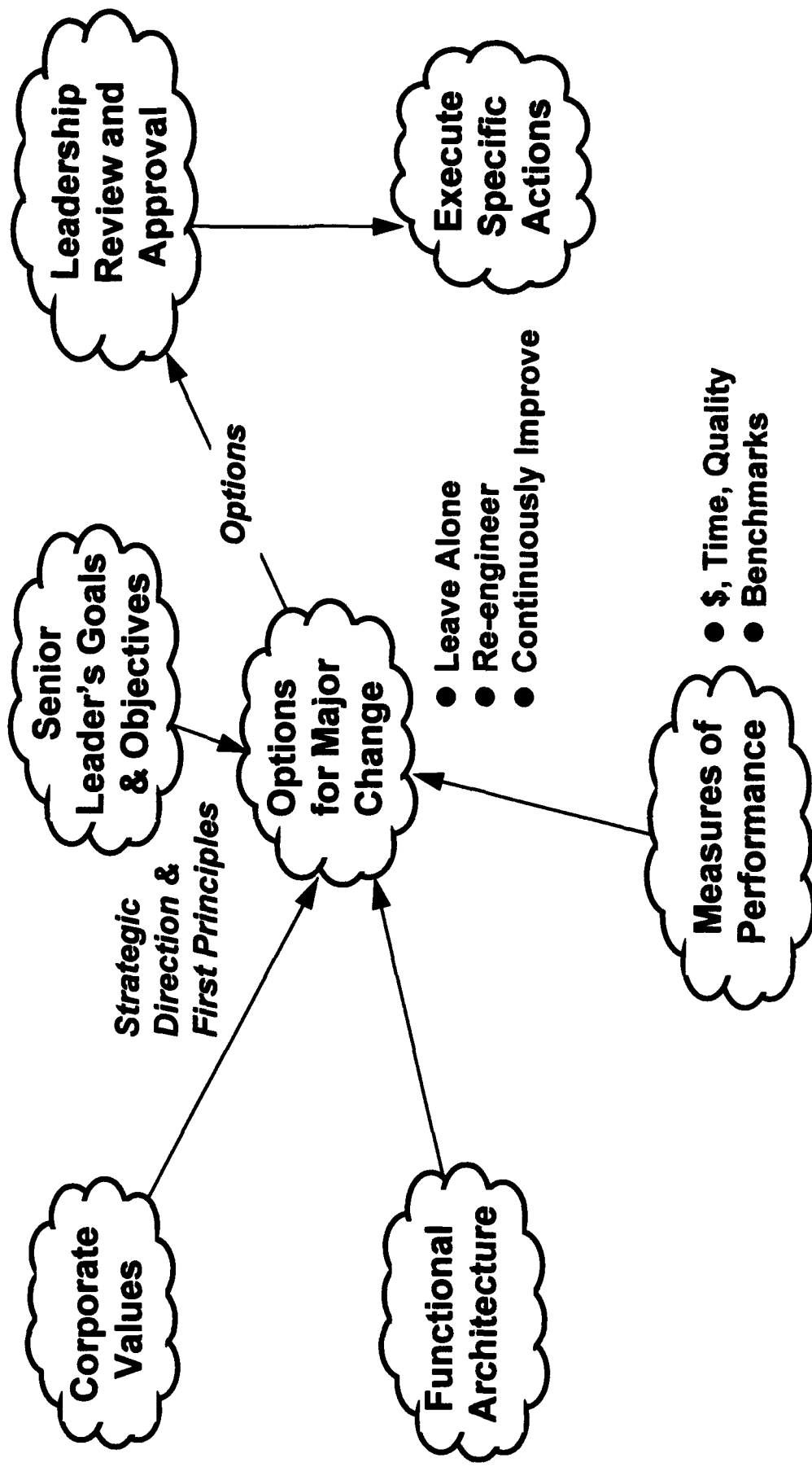
■ *"Employ Forces" drives:*
  - Management of assets
  - Development of capabilities
  - Use of assets

■ *To have the right combination of the right "stuff" in the right places to meet assigned mission needs,*

OR

■ *To have the right visibility of current status to make best decision on who/what must go into the AOR to meet mission demand*

The DoD Enterprise Model

CHANGE PROCESS & FUNCTIONS

- Leadership Review and Approval
- Execute Specific Actions
- Senior Leader's Goals & Objectives
- Options for Major Change
  - Leave Alone
  - Re-engineer
  - Continuously Improve
- Corporate Values
- Functional Architecture
- Measures of Performance
  - $, Time, Quality
  - Benchmarks

Options

Strategic Direction & First Principles

The DoD Enterprise Model

ESTABLISH DoD PERFORMANCE AND COST MEASURES - FROM CONSUMER/CUSTOMER NEEDS

■ *Used to direct change and evaluate progress*

■ *Consistent with Government Performance and Results Act (GPRA) and NPR recommendations*

■ *Optimize vertical "efficiency" and horizontal "effectiveness" across DoD Enterprise activities*

■ *Emphasize outcomes and consumer/customer satisfaction*

■ *Show the return-on-investment of cross-functional, end-to-end process initiatives, e.g.;*
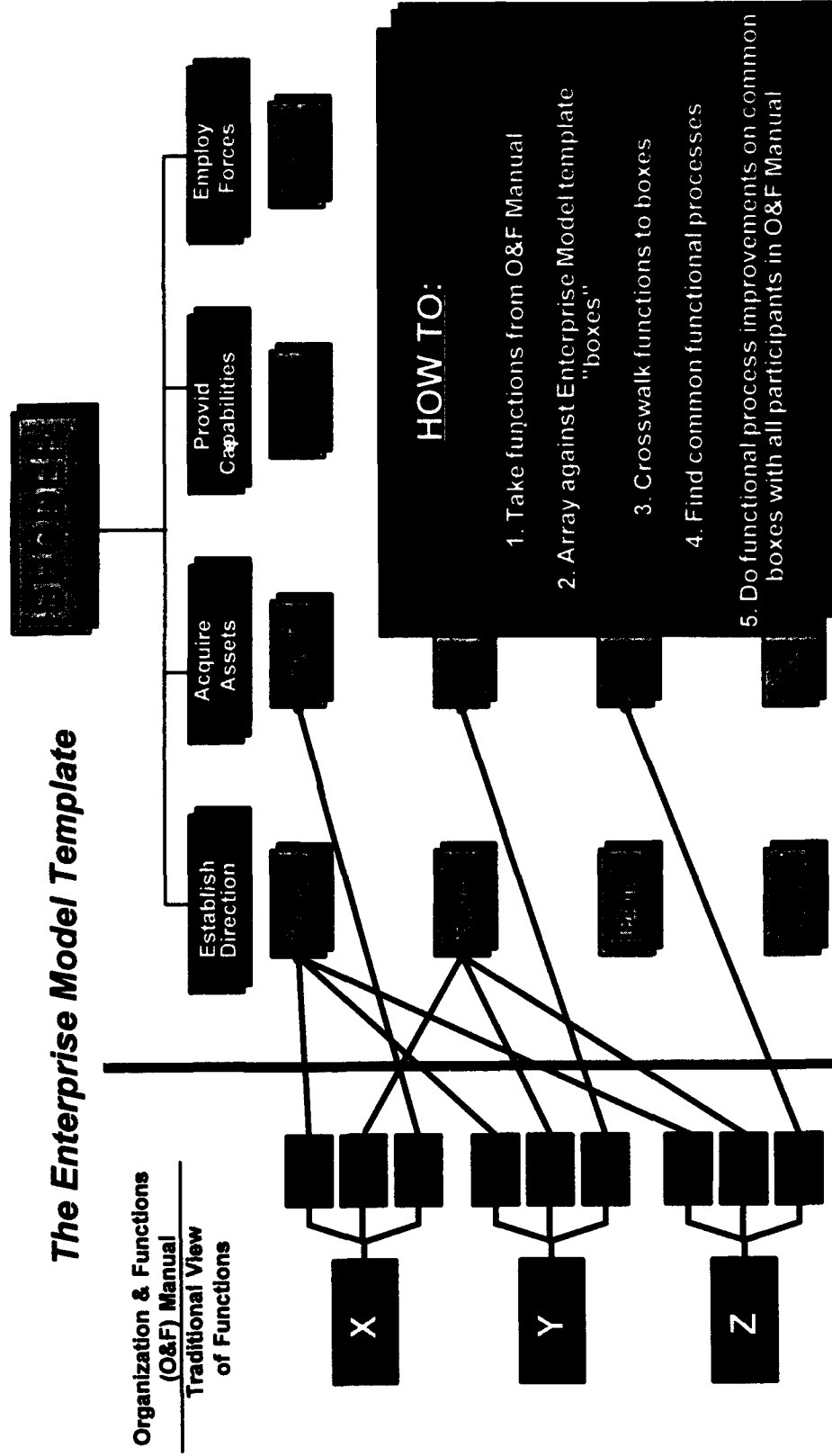
◆ *Sustainment for the forces in the field*

ENTERPRISE ORGANIZATIONAL & CULTURAL CHANGE

The DoD Enterprise Model

ORGANIZATIONAL INTEGRATION METHOD

The Enterprise Model Template

Establish Direction | Acquire Assets | Provid Capabilities | Employ Forces

X

Y

Z

HOW TO:

1. Take functions from O&F Manual

2. Array against Enterprise Model template "boxes"

3. Crosswalk functions to boxes

4. Find common functional processes

5. Do functional process improvements on common boxes with all participants in O&F Manual

The DoD Enterprise Model

LINK PROCESS IMPROVEMENTS TO DoD VALUES/REWARDS

In order to...

❶ *Make Change happen through the actions and behavior of people*

❷ *Imbed standards (performance measures) in individual and organizational performance*

The DoD Enterprise Model

- Policy fragmented
- Missions not clear and focused
- Values stifle initiative and change
- Culture of innovation and improvement not instutionalized

- Measures lacking, too low-level, or not used
- Measures not tied to goals & objectives
- Performance measurement system doesn't focus organizations and reward people for implementing improvements

Strategic Direction

Measures of Performance

Data / Language

Core Business Methods & Operations

Processes

- Methods suboptimized across the Department
- Organization structures not aligned with better methods

- Key "end-to-end" driver processes not identified, or managed
- Customers and consumers needs not linked to processes
- Standards not imbedded in job descriptions & rewards

- Key data not standardized
- Standard data not imbedded in DoD "language" & "usage"
- Rewards not used to reinforced positive behavior

The DoD Enterprise Model

ONCE LINKED

Then have to target the approach, recognizing:

- *Change cannot happen all at once*

- *Therefore, start with important, but less threatening, areas*
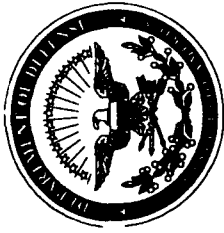
The DoD Enterprise Model

AND, MORE IMPORTANTLY...

Must positively influence organizational and individual performance by:

- *Establishing a Performance Management System that links organizational and individual goals and objectives*

- *Communicating desired outcomes*

- *Reinforcing "good" organizational & individual behavior*

IMPROVE INFORMATION SYSTEM & INFRASTRUCTURE SUPPORT

The DoD Enterprise Model

NEAR TERM ASD(C³I) GOALS
(Perry Memo, 13 Oct 93)

✓ *Eliminate duplicate Legacy Systems as soon as possible (3 Yr. Goal)*

♦ **Establish a Functional Baseline (Process, Data, Applications, and Infrastructure)**

✓ *Standardize Data as Soon as Possible*
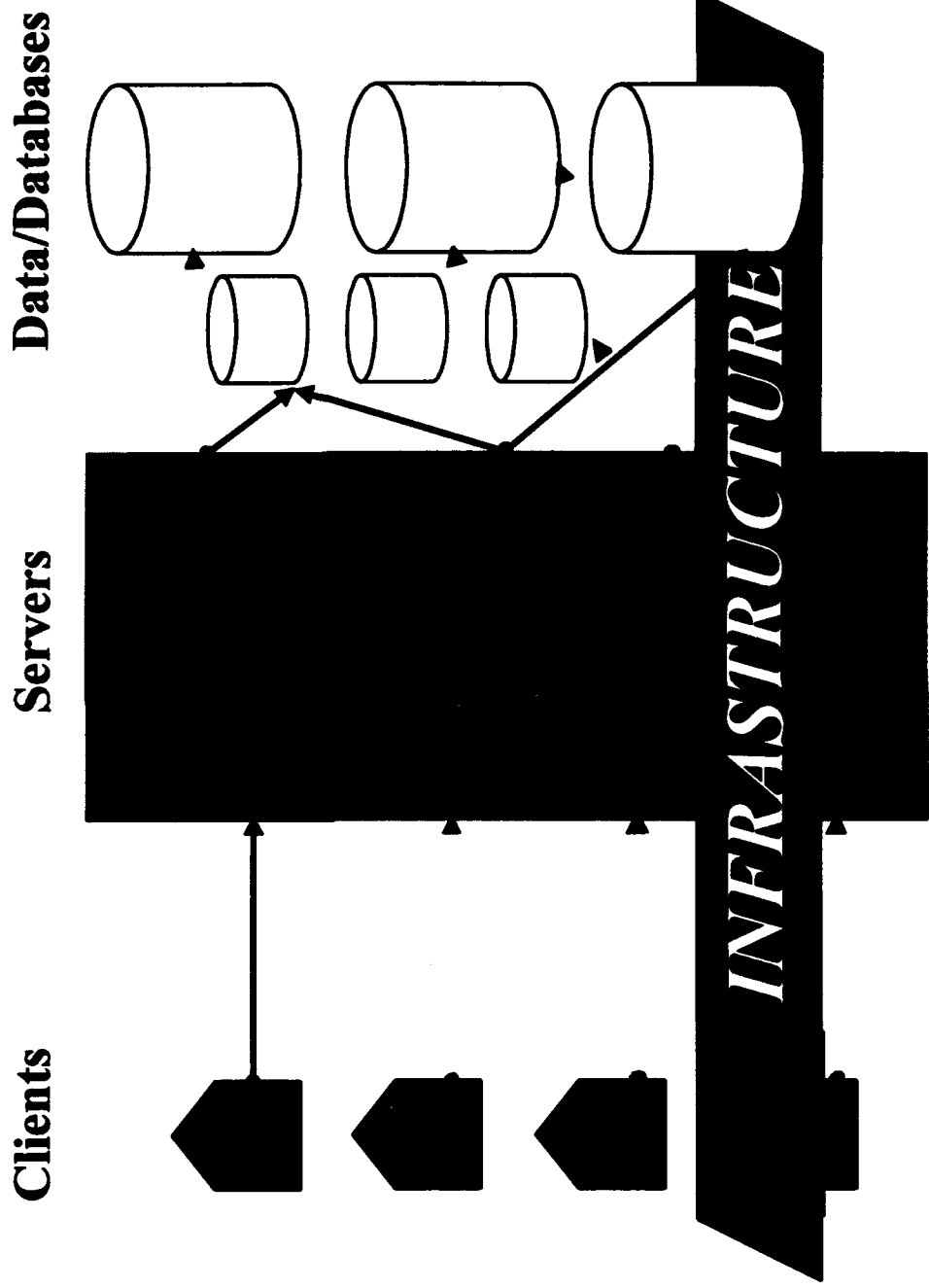
✓ *Continue Business Process Re-Engineering*

Other Infrastructure Goals:
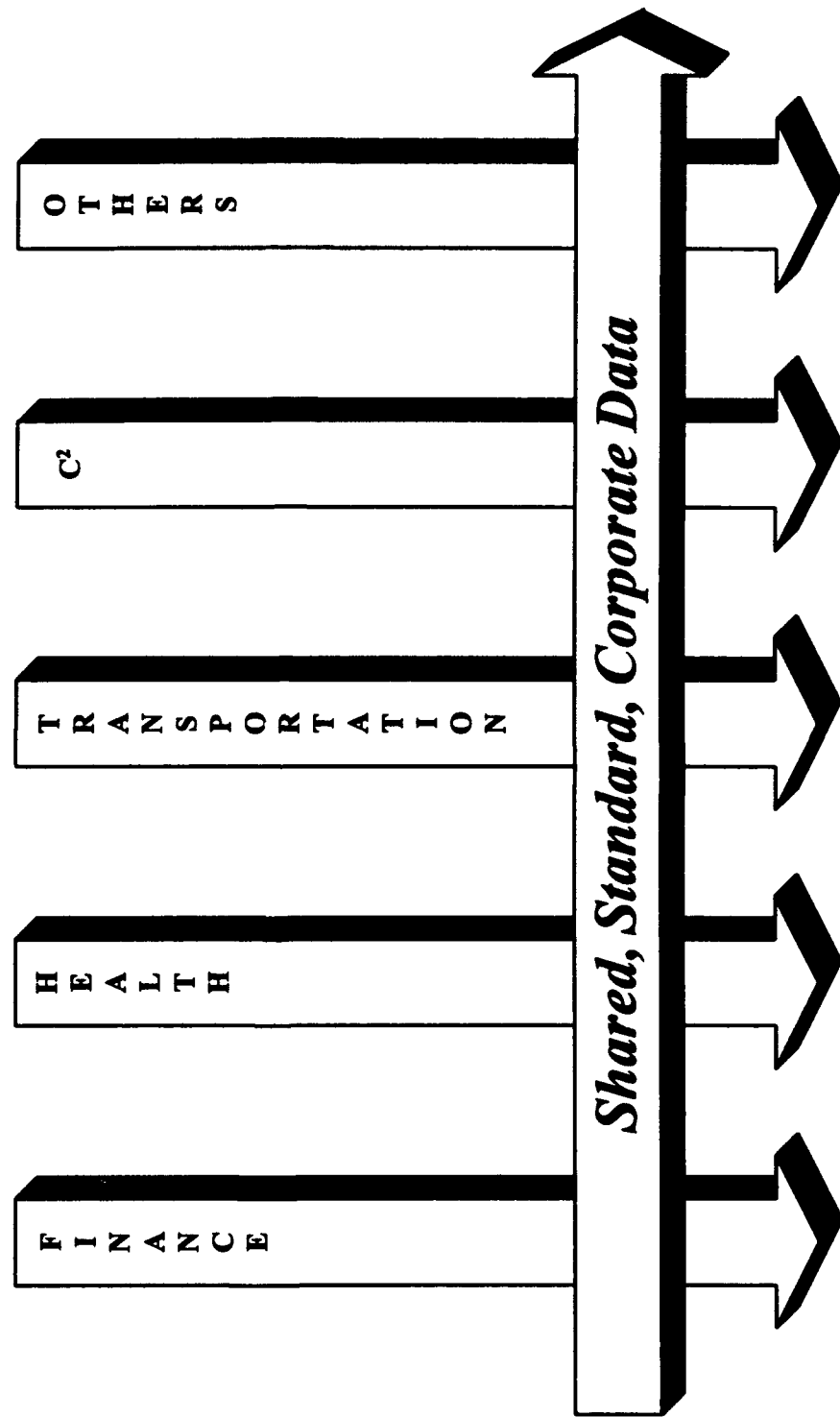
✓ *Security*

✓ *Utility*

The DoD Enterprise Model

LONG TERM INTEGRATED GOAL

Clients   Servers   Data/Databases

INFRASTRUCTURE

The DoD Enterprise Model

SHARED, STANDARD, CORPORATE DATA

FINANCE

HEALTH

TRANSPORTATION

C²

OTHERS

Shared, Standard, Corporate Data

The DoD Enterprise Model

DATA MIGRATION STRATEGY

Target Systems
Corporate Applications
and Shared Databases

Migration Systems
Functional Application
Databases

Legacy Systems
Organizational/Functional
Application Databases

Data Sharing
"Cross-functional"

Data Sharing
"By Function"
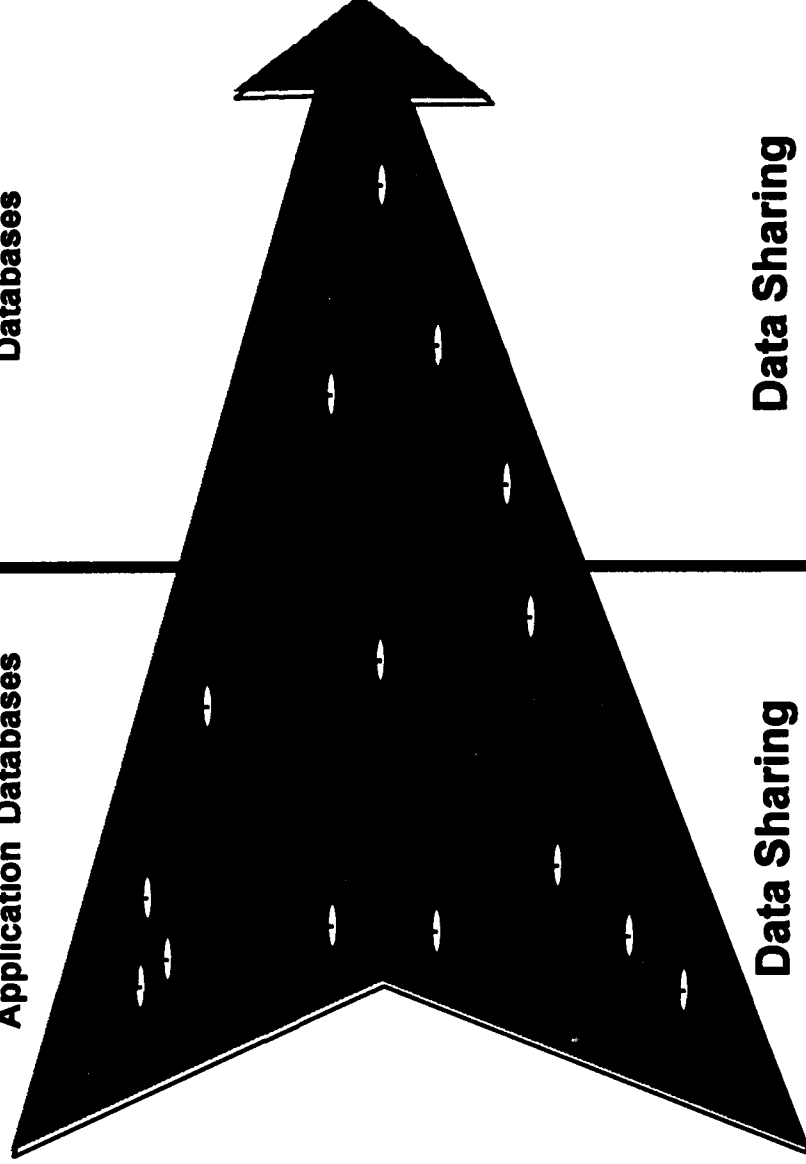
Data Sharing
"After the Fact"
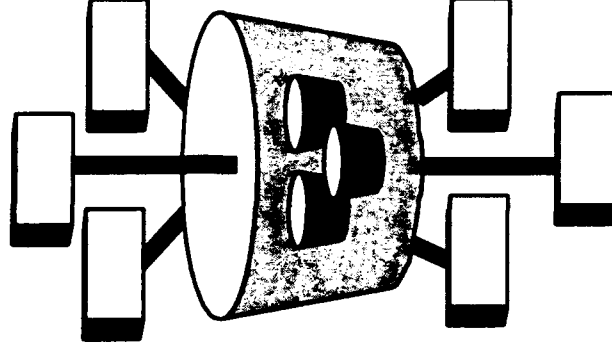
The DoD Enterprise Model

3 TIERED / OPEN DISTRIBUTED ENVIROMENT

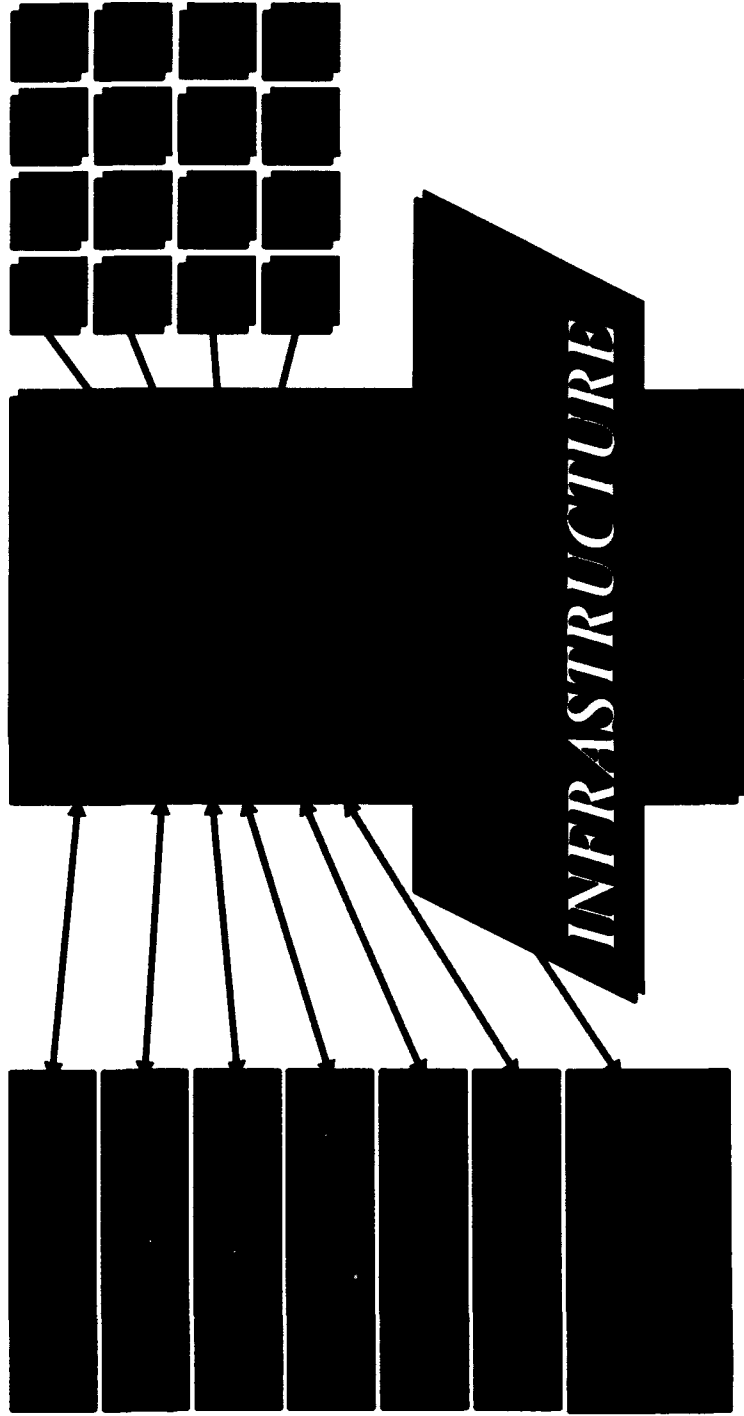### How It Can Assist in Accelerating Migration and Simultaneous Integration

Clients
Management and
Analytical Applications
(DATA USERS)

Server

Data/Legacy Systems
Operational Transaction
Based Applications (Data
Initiators and Users)

INFRASTRUCTURE

CLOSING COMMENTS

The DoD Enterprise Model

KEY TO SUCCESS

Functional, Data, and Technical Communities must plan and execute a strategy for improving their missions, processes, data functions, organizations, and systems, consistent with the overall DoD goals and objectives, and integrate their efforts with other communities using the Enterprise Model Approach.

The DoD Enterprise Model

Let's work together and continue this open dialog to reach our shared vision.

The Journey to the Future Never Ends!